NORWICH City Council

Audit committee

Date: Tuesday, 14 July 2020
Time: 15:00
Venue: Remote access

Committee members:
Councillors:
Price (chair)
Driver (vice chair)
Giles
McCartney-Gray
Peek
Schmierer
Stutely
Wright

For further information please contact:

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Agenda

Date of publication**: Monday, 06 July 2020**

NORWICH
City Council

Minutes

Audit committee

16:40 to 18:20 **10 March 2020**

Present:	Councillors Price (chair), Driver (vice chair), Giles, McCartney-Gray, Oliver (substitute for Councillor Peek), Schmierer, Stutely and Wright
Also present:	Councillor Kendrick cabinet member for resources
Apologies:	Councillor Peek

1. Public questions/petitions

There were no public questions or petitions received.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to approve the accuracy of the minutes of the meeting held on 21 January 2020.

4. Housing Benefits Agreed Procedures 2018-19 (verbal report)

The audit manager from Ernst and Young, the council's 2018-19 housing benefit reporting accountant presented the report. He advised that the certification of claims and returns annual report 2018-19 had been completed and submitted to the Department for Works and Pensions (DWP). This resulted in a very minor amendment to the claim of £2,600 which when considered against the total claim, provided assurance that claims had been accurately processed.

RESOLVED to note the report.

5. External Audit Plan 2019-20 (verbal report)

The audit manager from Ernst and Young, the council's external auditors, presented the report. It was noted that the external audit plan was not available at this meeting and a verbal update would be provided.

Initial planning of the external audit was underway and Ernst and Young had met with the chief finance officer to discuss factors impacting the audit. An initial risk assessment had been concluded which showed the risk profile to be similar to that of last year with one extra risk area for consideration.

The main financial statement risks were the standard fraud risks, with a focus on the capitalisation of revenue expenditure and the accounting for movement of the reserve position with the potential for this to be manipulated. The introduction of a new finance system for the general ledger presented a new risk for 2019-20, due to the increased potential for material misstatement regarding data transfer between the old and new systems and the creation of complete and accurate financial statements from the new system that was implemented part way through the financial year.

The inherent risks remained the same; the valuation of property, plant and equipment as the valuation of these assets was complex with potential for misstatements to be made; the pensions valuation again was a complex area to value; and group consolidation given the increased loans from the authority and activity in the authority's subsidiary company.

The value for money risks in terms of council investments would be considered, such as loans to council owned companies and the council's investments in its commercialisation agenda.

Ernst and Young had worked extensively with chief finance officers and audit committee chairs to develop a phasing profile for its portfolio of local authority audits running from mid-May to October 2020. All accounts would be signed off in September/October 2020. The formal external audit plan would be presented at the June meeting of audit committee.

Due to the increase in audit requirements upon all audit firms, both in the sector and the wider UK audit market, Ernst & Young would discuss the current fee for the 2019-20 external audit with the chief finance officer, in the first instance, to ensure a fair fee was being paid to reflect the level of work and assurance provided by the external audit process.

Members discussed the late timetabling of the external audit due to pressures on the auditors. Members discussed reporting concerns to the PSAA (Public Sector Audit Appointments) as contract holders for the external audit function, but it was noted that they were aware of the position. Members questioned what the government was doing to engage with the problem and to support local authorities.

In response to a member question the chief finance officer confirmed that if an increase in fee for the audit was agreed for this year then this would be covered from the corporate contingency budget and then factored into the budget going forward. However, no detailed fee discussions with the external auditors had been undertaken to date and no breakdown had been received to show the structuring of a new fee therefore a new fee had not to date been agreed.

RESOLVED to:

1) note the update;

2) request that the chair write to the Minister of State for housing, communities and local government to express concern over the inability of audit firms to deliver external audits to local authorities by 31 July and at the proposed increase in fees for these audits; and

3) request that cabinet write to the Minister of State for housing, communities and local government to express concern over the inability of audit firms to deliver external audits to local authorities by 31 July and at the proposed increase in fees for these audits.

6. Internal Audit Plan 2020-21

The director of resources presented the report. An internal audit manager had been recruited and was scheduled to start on 23 or 24 March. He was an experienced manager with experience of working in the public sector. There would be an opportunity for a short handover of a week before the current head of internal audit returned to LGSS. It was not appropriate for the current head of internal audit to complete the new audit plan as he would not be taking the plan forward. External options were considered but it was decided that the corporate leadership team would review the organisational risks and devise the outline internal audit plan 2020-21. Once the new manager was in post he would work through and finalise the plan.

There was discussion at the last meeting of audit committee regarding what was the appropriate number of days to allocate to conduct internal audit work. A comparison of days with other local authorities was included with the report at appendix one to provide a helpful benchmark for members. In response to a member question the director of resources confirmed that the local authorities on the list were the CIPFA grouping of comparative authorities.

In response to a member question regarding the difference in figures for days, with a figure of 400 days in the first paragraph of the report, 450 days in appendix 1 and 505 in appendix 2 the director of resources confirmed the extra days represented 100 days allocated for consultancy and advice in reference to the return of the joint ventures. He advised that the newly appointed internal audit manager would sit on the joint ventures project board to provide advice and oversight. The chair welcomed the extra days for consultancy and advice work.

In response to a member question the director of resources said that the allocation of 50 days for other financial systems to be identified, provided flexibility to enable the newly appointed internal audit manager to allocate days where he considered they would be of most value. It was noted that there was an overlap with financial systems and ICT systems, (in terms of who had access to systems and what their authority and access levels were on those systems) and that the correct controls were in place in terms of personnel change. There were a number of recent ICT changes, both the finance team and human resources had introduced new IT systems recently and a new housing system was set to be introduced in the near future.

The director of resources confirmed that the days allocated for business continuity and emergency planning could be adjusted, the audit plan was a dynamic document which responded to the changing needs of the council as new risks arose and others were mitigated. Members considered that in the current context with the potential impact of the Coronavirus pandemic this flexibility was very important. In terms of mitigation it was noted that the council was a member of the Norfolk Resilience Forum and that the corporate leadership team were currently reviewing remote working options. In response to a member question the director of business resources advised that he considered that the level of risk was currently correctly identified on the audit plan but it depended on how the situation progressed. The latest government assumption estimated that 20% of the workforce could be off at the peak of the pandemic.

In response to a member question regarding the impact on the council of a drop in the stock market, the director of resources said that the council had no money invested in stocks and was not permitted to make such investments. He noted that it could have an impact on the Local Government Pension Scheme but that an investment of this nature was a long term one and not necessarily impacted by short term fluctuations in the market. The chief finance officer noted that there had been some impact on the rate offered by the Public Works Loan Board, the rate had dropped to 2% the day prior to the meeting where it had been 2.8% approximately two months ago.

The director of resources advised that the internal audit plan identified risks to the organisation and the role of the plan was to manage and mitigate these risks. The role of the audit committee was to judge if the correct management of these risks was taking place; that the correct policies, procedures and systems existed to mitigate risk. In terms of the council's risk appetite this was set by cabinet and ownership of risk sat with the corporate leadership team whose responsibility it was to ensure the correct procedures to manage risk were in place. The allocated days for risk and strategic risk management of 5 and 15 respectively were taken from last years plan and were open to challenge by the new internal audit manager when he was in post.

The chair advised that he had met with the new chief executive officer who had an audit and governance background and he welcomed his reassurance regarding the role of audit across the council. Further he had requested that the director of resources consider an increase in the allocation of audit days for a number of areas and was reassured these areas had increased in allocated days. In particular he welcomed the extra days for guidance on the joint ventures, contract management, commercial property investments and wholly owned limited companies.

In response to a member question regarding the absence of detail on items 6 and 7 on the risk register, the director of resources said that regarding item 6, this required the input of the head of strategy and transformation who had just returned from maternity leave, and regarding item 7 it had not been possible to coordinate a meeting with the head of human resources. These items would be completed before the next review of the risk register which was scheduled for 1 July 2020. The new chief executive officer was considering introducing a new quarterly reporting process for the risk register, business continuity, emergency planning and financial and performance information.

(Councillor Oliver left the meeting at this point.)

In response to a member question the director of resources said that risks on the risk register were assessed by looking at historical analysis and it was noted that all scoring system had some inherent weaknesses. The risk register, represented the corporate risks, risks were also owned at the service and project level too.

RESOLVED to note the internal audit plan 2020-21.

CHAIR

Report to	Audit Committee	**Item**
	14 July 2020	5
Report of	Chief Internal Auditor, LGSS	
Subject	Annual audit report on internal audit and fraud 2019-20	

Purpose

To inform members of the Chief Internal Auditor's annual audit opinion for 2019-20 and the supporting work of internal audit. The report and the audit opinion within it, form part of the evidence to support the council's Annual Governance Statement 2019-20.

Recommendation

To consider the annual Internal Audit report and opinion, noting the work of Internal Audit team for 2019-20.

Corporate and service priorities

The report helps to meet all the corporate priorities

Ward/s: All wards

Cabinet member: Councillor Kendrick – Resources

Contact officers

See attached report.

Background documents

None

Report

Background

1. Under the Accounts and Audit Regulations 2015, the council "*must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance*."

2. In 2012 (updated 2017) the relevant internal audit standard setters adopted a common set of standards across the public sector, the *Public Sector Internal Audit Standards* (PSIAS), which state *"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes".*

3. The Standards require that the Chief Internal Auditor presents an annual report to the Audit Committee, which in practice is timed to support the authority's Annual Governance Statement. This is reflected in the 'Terms of Reference' of the committee.

4. The annual report is a summary of all internal audit work carried out during the year. Each individual audit report is discussed at its draft stage and agreed action plans put in place. The annual report therefore represents in summary form a considerable degree of consultation with managers during the year.

5. Internal audit work is carried out to fulfil the audit plan, endorsed by the committee and the Corporate Leadership Team. The plan is derived from corporate and service risk registers as well as any inherent risks such as a susceptibility to fraud associated with an individual system. Internal audit work seeks to provide assurance that the risks identified in the registers and within the systems risk matrix are mitigated by a sound system of internal control.

6. This annual report provides members of the Audit Committee with:
   - the Chief Internal Auditor's opinion for 2019-20
   - a review of the system of internal control;
   - a summary of the work undertaken by internal audit in 2019-20; and
   - an overview of the performance of internal audit.

INTERNAL AUDIT SERVICE

INTERNAL AUDIT ANNUAL REPORT 2019-20

DUNCAN WILKINSON, CHIEF INTERNAL AUDITOR June 2020

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LGSS Internal Audit & Risk Management
Annual Report 2019-20

Norwich City Council

Contents:

Section 1

1. INTRODUCTION

1.1 The Annual Reporting Process

1.1.1 The Public Sector Internal Audit Standards (PSIAS) (Performance Standard 2450) state that the Chief Audit Executive (CAE) must deliver an annual internal audit opinion and report that can be used by the organisation to inform its annual governance statement (AGS) that also forms part of the official Accounts for the Council. Norwich City Council's Chief Audit Executive is the LGSS Chief Internal Auditor.

1.1.2 The annual report is required to incorporate the opinion; a summary of the work that supports the opinion; and a statement on conformance with the Public Sector Internal Audit Standards and the results of the quality assurance and improvement plan.

Section 2

2. CHIEF INTERNAL AUDITOR OPINION 2019-20

2.1 Chief Internal Auditor Opinion

2.1.1 The CAE required Annual opinion must be based on an objective assessment of the framework of governance, risk management and control and include an evaluation of the adequacy and effectiveness of controls in responding to risks within the organisation's governance, operations and information systems.

2.1.2 My opinion is derived from an assessment of the range of individual opinions arising from assignments contained within the risk-based Internal Audit Plan. This assessment has taken account of the relative materiality of these areas, and management's progress in addressing control weaknesses.

2.1.3 PSIAS also requires the CAE to confirm that the Internal Audit service has operated with an adequate level of resource to deliver an annual audit opinion. Internal Audit operates independently of the organisation, and there have been no compromises of Internal Audit's independence in its operation this year. I confirm the internal audit team's operation was compliant with PSIAS requirements.

*Based on audit work undertaken during the 2019-20 financial year, the CAE is able to conclude with an opinion of a **satisfactory** assurance being given on the internal control environment. This has reduced from the 'good' assurance given in 2018-19.*

Underpinning the satisfactory assurance opinion are the key financial systems. The audit review of these systems has confirmed that they are well established and that they continue to operate effectively in practice.

However, there are outstanding significant recommendations from the work undertaken by Internal Audit relating to the Council's wholly owned company, Norwich Regeneration Ltd (see 4.1.4), and contract management in the Council (see 4.5.3). Good contract management will become increasingly urgent as the Council progresses the planned restructures of some key contracts and delivery vehicles.

The Council's corporate risk register is in need of urgent review by officers followed by the prescribed member challenge. An updated risk register would be able to capture and assess the key controls in place to mitigate the triggers and consequences to identified risks. This would be of significant benefit to stakeholders when assessing the management of risks and triggers in emerging areas such as the commercial investment strategy and service delivery & contract management. The Annual Governance Statement should specifically reference these three areas (Risk Management, NRL and contract management) and include an agreed action plan to improve governance of these risks during 2020/21.

No systems of control can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance.

2.1.4 It is highlighted that the work supporting the above opinion pre-dates the current Covid19 pressures and Council operations. Covid19 as a national, unprecedented incident will have undoubtedly presented challenges to governance and control systems. It is essential the 2020/21 internal audit programme properly reflects that risk environment to ensure an evidenced and properly informed 2020/21 audit opinion and annual governance statement.

Section 3

3. REVIEW OF INTERNAL CONTROL

3.1 How Internal Control is reviewed

3.1.1 In order to support the annual CAE opinion on the internal control environment, each year Internal Audit develops a risk-based Audit Plan. This includes a comprehensive range of work to evidence the assurances provided to stakeholders as part of the system of internal audit.

3.1.2 The changing public sector environment and emergence of new risks increasingly necessitates re-evaluation of the Audit Plan throughout the year. Suggestions for change to the agreed Plan are discussed with the Director of Resources (on behalf of CLT) who also makes suggestions for inclusion or deletion. Changes to the Audit Plan agreed by the Director of Resources are reported to the Audit Committee as part of the quarterly updates.

3.1.3 Each internal audit review has up to three key elements. Firstly, the control environment is reviewed by identifying the objectives of the system and then assessing the controls in place mitigating the risk of those objectives not being achieved. Completion of this work enables Internal Audit to give an assurance on the control environment.

3.1.4 However, controls are not always complied with, which will in itself increase risk, so the second element of an audit is to ascertain the extent to which the controls are being complied with in practice. This enables Internal Audit to give an opinion on the extent to which the control environment, designed to mitigate risk, is being complied with.

3.1.5 Finally, where there are significant control environment weaknesses or where key controls are not being complied with, further substantive testing is undertaken to ascertain the impact these control weaknesses are likely to have on the organisation's control environment as a whole.

3.1.6 Up to three assurance opinions are therefore given at the conclusion of each audit: control environment assurance, compliance assurance, and organisational impact. To ensure consistency in reporting, the following definitions of audit assurance are used:

Control Environment Assurance	
Level	**Definitions**
Substantial	There are minimal control weaknesses that present very low risk to the control environment.
Good	There are minor control weaknesses that present low risk to the control environment.
Satisfactory	There are some control weaknesses that present a medium risk to the control environment.
Limited	There are significant control weaknesses that present a high risk to the control environment.
No Assurance	There are fundamental control weaknesses that present an unacceptable level of risk to the control environment.

Compliance Assurance	
Level	**Definitions**
Substantial	The control environment has substantially operated as intended although some minor errors have been detected.
Good	The control environment has largely operated as intended although some errors have been detected.
Satisfactory	The control environment has mainly operated as intended although errors have been detected.
Limited	The control environment has not operated as intended. Significant errors have been detected.
No Assurance	The control environment has fundamentally broken down and is open to significant error or abuse.

3.1.7 Organisational impact will be reported as major, moderate or minor (as defined below).

Organisational Impact	
Level	**Definitions**
Major	The weaknesses identified during the review have left the Council open to significant risk. If the risk materialises it would have a major impact upon the organisation as a whole.
Moderate	The weaknesses identified during the review have left the Council open to medium risk. If the risk materialises it would have a moderate impact upon the organisation as a whole.
Minor	The weaknesses identified during the review have left the Council open to low risk. This could have a minor impact on the organisation as a whole.

3.2 The Basis of Assurance

3.2.1 The findings and assurance levels provided by the reviews undertaken throughout 2019-20 by Internal Audit form the basis of the annual opinion on the adequacy and effectiveness of the control environment.

3.2.2 In 2019-20, the Audit Plan (approved by the Council's Audit Committee) has been based on assurance blocks that each give an opinion on the key control environment elements, targeted towards in-year risks, rather than a more traditional cyclical approach that looks at each system over a number of years. The Audit Plan reflects the environment in which the public sector audit operates, recognising that this has changed considerably over the past few years with more focus on, for example, better assurance and governance.

Section 4

4. INTERNAL AUDIT IN 2019-20

4.1 Overview and Key Findings

4.1.1 This section provides information on the audit reviews carried out in 2019-20, by assurance block.

4.1.2 Where reviews identify opportunities for improvement, these are agreed with management as part of an action plan. The actions are prioritised according to the significance of the control weakness, and urgency of implementing the improved control. Actions are given a rating of essential, important or standard priority:

E	**Essential** Failure to address the weakness has a high probability of leading to the occurrence or recurrence of an identified high-risk event that would have a serious impact on the achievement of service or organisational objectives, or may lead to significant financial/ reputational loss. The improvement is critical to the system of internal control and action should be implemented as quickly as possible.	**I**	**Important** Failure to respond to the finding may lead to the occurrence or recurrence of an identified risk event that would have a significant impact on achievement of service or organisational objectives, or may lead to material financial/ reputational loss. The improvement will have a significant effect on the system of internal control and action should be prioritised appropriately.	**S**	**Standard** The finding is important to maintain good control, provide better value for money or improve efficiency. Failure to take action may diminish the ability to achieve service objectives effectively and efficiently. Management should implement promptly or formally agree to accept the risks.

4.1.3 Essential and important priority actions are actively monitored by Internal Audit to ensure they are implemented promptly, and progress is reported to the Audit Committee during the year. An overview of essential and important recommendations made in 2019-20 is summarised in Table 1 below:

Table 1: Essential and important recommendations

2019-20 Audit title	Essential priority recommendations	Important priority recommendations
Review of Mailings Using the Insertion Machine	0	5

Payroll	0	3
Housing Rents/Arrears	0	1
Housing Benefits	0	3
Council Tax	0	0
NNDR	0	0
Treasury Management	0	1
Contract Management	5	3
Scheme of Delegation Compliance	0	2
Commercial Property Investment Strategy	0	1
Contract Extensions	0	1
Annual Key Policies and Procedures Review	0	3
Total	5	23

4.1.4 The 2018-19 internal audit review of the Councils wholly owned company Norwich Regeneration Ltd (NRL) identified 8 recommendations as follows:

2018-19 Audit title	Essential priority recommendations	Important priority recommendations
Norwich Regeneration Ltd	5	3

4.1.5 Internal Audit has not had assurance from management that all of the recommendations made following the review of NRL (reported to Audit Committee in March 2019) have been fully implemented. In addition there has been no confirmation that arrangements for an independent internal audit of the company have been made. Without these key recommendations being implemented the Council has no reliable assurance that outcomes expected of the Company are being achieved (or indeed reasons why outcomes are not as expected) nor any assurance that those governance arrangements and practices operating within the company are in line with those expected by the Council. It should also be noted that internal audit was not asked to review or challenge any of the revised business cases relating to the Council's relationship with this Company. Robust and independent scrutiny and oversight of NRL remains a significant risk (representing opportunity and threat) to the Council and the governance arrangements of this partnership should be the subject of a full audit during 2020/21.

4.2 Financial and Other Key Systems

4.2.1 This is the 2019-20 suite of annual core systems reviews, undertaken to provide assurance to management and External Audit that expected controls are in place for key financial systems; that these controls are adequately designed and are routinely complied with in practice. The work is focused on the systems that have the highest financial risk; these are agreed in advance with External Audit and assist in providing assurance to External Audit that systems recording transactions within the 2019-20 financial year are free from material misstatement. These reviews also give an opinion as to the effectiveness of financial management procedures and the arrangements to ensure the integrity of accounts.

4.2.2 Audit coverage during the year has provided sufficient evidence to conclude that the key financial control systems are sound and that these controls continue to work well in practice although there are some minor areas where improvements have been recommended. Table 2 below details the assurance levels of all key systems audits undertaken in 2019-20, compared to assurance levels in 2018-19.

Table 2: Key Financial Systems Audits 2019-20:

	Audit Opinion 2019-20		Audit Opinion 2018-19	
Key Financial Systems:	**Environment**	**Compliance**	**Environment**	**Compliance**
Accounts Receivable	Good	Good	Substantial	Substantial
Purchase to Pay	Good	Satisfactory	Substantial	Substantial
Bank Reconciliation	Good	Satisfactory	No Audit	No Audit
Payroll	Satisfactory	Substantial	Completed in 19-20	
Housing Rents & Arrears	Good	Good	Good	Good
Housing Benefits	Good	Good	Good	Good
Council Tax	Substantial	Good	Good	Good
NNDR	Substantial	Good	Substantial	Good
Treasury Management	Good	Good	Good	Good

4.2.3 The above provides a strong basis for assurance and effective financial management across all key financial systems.

4.2.4 The payroll system review concluded the control environment was satisfactory and the compliance was substantial. The findings identified that (as at October 2019) the co-operation agreement with Sefton had not been signed, third party assurance from the payroll provider over their payroll IT systems and processes is not yet held and that copies of monthly payroll reports used for the finance reconciliations are accessible by some staff who do not need access to these records.

4.3 Anti-fraud and corruption

4.3.1 This is a high-risk area across the public sector. LGSS Internal Audit undertakes work on anti-fraud and corruption which includes both reactive and pro-active elements, along with a number of initiatives to raise awareness of the council's anti- fraud and corruption culture.

4.3.2 Internal audit investigated one referral under the Whistleblowing Policy. Recommendations were made and accepted fully by management although these should be followed up to ensure compliance as part of the 2020/21 internal audit coverage.

4.3.3 The Council fully participates in a national data matching exercise known as the National Fraud Initiative (NFI) which is run by the Cabinet Office to prevent and detect fraud. Data matching, between public and private sector bodies, flags up inconsistencies in data that may indicate fraud and error and helps Councils to complete proactive investigations. Reports from the 2018-19 exercise were made available in February 2019. The results were analysed in 2019-20 with no major issues to report.

4.4 Risk Management

4.4.1 The current corporate risk register was presented to Audit Committee in January 2020 to allow committee to consider whether the control environment outlined in the register is sufficient to mitigate the triggers identified and therefore effectively manage the corporate risks of the Council, i.e. within the accepted risk appetite.

4.4.2 The corporate risk register is in need of updating and full adherence to the agreed risk management process, including member challenge, should be a priority for the Council in 2020/21.

4.5 Contract Management

4.5.1 The absence of robust contract management arrangements for key contracts of the Council has directly impacted on the CAE annual assurance.

4.5.2 An internal audit review of contract management arrangements concluded that the control environment and compliance assurance was limited with a total of 18 recommendations made. Internal audit has not received any response from management regarding the issue of this report. Therefore, there has been no agreement of the numerous recommendations made and no timetable for implementation presented. Examples of weaknesses identified as part of the audit review included a lack of evidence being retained supporting incentivisation share for the Council, annual open book reviews not being completed and multiple issues regarding the collection and monitoring of key performance indicators (KPI's).

4.6 Policies and procedures

4.6.1 Effective policies and procedures drive the culture and risk appetite of the organisation and ensure key control principles are captured. A number of policies and procedures were reviewed to ensure they were; up to date; fit for purpose; effectively communicated; routinely complied with across the organisation; monitored and routinely improved.

4.6.2 Internal audit reviewed procedures in place, such as an overarching policy framework, to ensure that key policies are reviewed, updated and effectively communicated and also that this framework is complied with. The review gave satisfactory assurance over the control environment and compliance. The review confirmed the Council does not have an appropriate policy framework in place which ensures that key policies are reviewed, updated and effectively communicated. A number of the key policies have not been updated within the last three years and/or do not detail who is responsible for reviewing and updating and embedding these policies.

4.7 Compliance

4.7.1 The planned audit work assessing compliance with key controls is informed by an assessment of the Council's framework of controls (often directed by policies and procedures) and includes a focus on those core areas where a high level of compliance is necessary for the organisation to carry out its functions properly. The work involves compliance checks across the organisation to provide assurance on whether key policies and procedures are being complied with in practice. As a part of this work, the existing controls are challenged to ensure that they are modern, effective and proportionate.

4.7.2 The Plan for 2019-20 included coverage of compliance in the following areas:

- Corporate Key Performance Indicators
- Scheme of Delegation
- Commercial Property Investment Strategy
- Contract Extensions

4.7.3 Good assurance was given for compliance with agreed key controls.

4.8 Other Work

4.8.1 Internal Audit continues to provide advice and guidance to officers on a wide range of issues, including the interpretation of Council policies and procedures, risks and controls within systems or processes, and ad-hoc guidance on queries relating to projects or transformation. Internal Audit aims to provide clear advice and risk-based recommendations with a view to reducing bureaucracy whilst maintaining a robust control environment. Where appropriate, we also refer queries or concerns on to specialist services such as Information Governance or IT Security.

4.8.2 In addition to audit reviews, a member of the audit team sat on the Corporate Information Assurance Group, which reviews network issues, data protection, information risk and assurance, security breaches and information management.

4.8.3 There were a number of data incidents which were reviewed by key employees, including a member of the audit team, in accordance with the Council's incident response plan. A particular data breach raised concerns about the process using the outward mail insertion machine, consequently the Director of Resources commissioned internal audit to review the controls within the process and procedure notes for sending out mail. Internal audit identified recommendations for further development which were all agreed by the service.

4.8.4 The Internal Audit team reviewed disabled facility grant capital expenditure. This enabled the Council to provide a statement of assurance to Norfolk County Council that capital expenditure had been spent according to their grant conditions.

4.8.5 The Principal Auditor sat on the joint ventures project board with the Senior Auditor attending the project groups, these have been to provide a 'critical friend' role rather than giving assurance.

4. 9 Summary of Completed Reviews

4.9.1 A summary of all audit reports issued in 2019/20 is attached at Appendix 1.

Section 5

5. INTERNAL AUDIT PERFORMANCE AND QUALITY ASSURANCE

5.1 Delivery of the 2019-20 Internal Audit Plan

5.1.1 It is good practice to keep audit plans under review and update them to reflect emerging risks, revisions to corporate priorities, and resourcing factors which may affect the delivery of the audit plan. It was agreed that the final internal audit plan for Norwich City Council delivered through LGSS, would provide 450 days of audit activity and quarterly updates are provided to the Audit Committee. As at March 2020 the actual delivery of internal audit days was approximately 500 days with a greater emphasis on training and development of the two colleagues that will remain working for the Council on 1st April 2020 including giving these colleagues an increased exposure to roles currently carried out by the Internal Audit Manager. This has inevitably resulted in a pressure on days that has been absorbed by LGSS internal audit i.e. an over delivery of days against those planned.

5.1.2 Internal audit has complied with all of their LGSS performance measures for the duration of 2019-20.

5.2 Customer Feedback

5.2.1 When final reports are issued, Internal Audit issue Customer Feedback Questionnaires to all officers who receive the final report, and request feedback. Officers have the opportunity to score the Internal Audit team against a range of criteria on a scale of:

- Excellent
- Good
- Satisfactory
- Poor

Officers also have the option of providing more detailed feedback.

5.2.2 Two questionnaires were returned following audit reports issued in 2019-20, both responses received a score of ‘good’ with no additional feedback.

5.3 Compliance with Public Sector Internal Audit Standards

5.3.1 The internal audit service has operated in compliance Public Sector Internal Audit Standards throughout the year.

APPENDIX 1

INTERNAL AUDIT

6.0 Summary of Completed Reviews 2019-20:

The table below summarises the Internal Audit reviews that were completed during the 2019-20 financial year.

Audit title	Control Environment assurance	Compliance assurance	Organisational impact
Anti-Fraud and Corruption			
National Fraud Initiative	Embedded assurance		
Fraud Investigations	No level of opinion was allocated.		
Key Financial Systems			
Accounts Receivable	Good	Good	Minor
Purchase to Pay	Good	Satisfactory	Minor
Payroll	Satisfactory	Substantial	Minor
Housing Rents and Arrears	Good	Good	Minor
Housing Benefits	Good	Good	Minor
Council Tax	Substantial	Good	Minor
NNDR	Substantial	Good	Minor
Bank Reconciliations	Good	Satisfactory	Minor
Treasury Management	Good	Good	Minor
Risk Management			
Strategic Risk Management	Embedded assurance		
Contracts			
Contract Management	Limited	Limited	Moderate
Joint ventures	No level of opinion was allocated		
Policies & Procedures			
Key Policies & Procedures	Satisfactory	Satisfactory	Minor
Compliance			
Key Performance Indicators	In progress		
Scheme of Delegation Compliance	Good	Substantial	Minor
Commercial Property Investment Strategy	Good	Good	Minor
Contract Extensions	Satisfactory	Good	Minor
Grant assurance			
Disabled Facility Grant	Embedded assurance		

Report to	Audit Committee	**Item**
	14 July 2020	6
Report of	Interim Audit Manager	
Subject	Draft Annual Governance Statement 2019-20	

Purpose

This report presents the Annual Governance Statement (AGS) for 2019/20 for consideration by the Audit Committee prior to sign off by the Chief Executive and Leader of the Council.

Recommendation

The committee is asked to consider if the AGS is consistent with their own perspective on internal control within the council, plus the governance issues and actions.

Corporate and service priorities

The report helps to meet support corporate priorities through supporting a healthy organisation.

Ward/s: All wards

Cabinet member: Councillor Kendrick – Resources

Contact officers

Gavin Jones, Interim Audit Manager gavinjones@norwich.gov.uk

Background documents

None.

Report

Background

1. The Audit and Account Regulations 2015 requires the council to produce an Annual Governance Statement (AGS) to accompany the Statement of Accounts. The AGS summarises the extent to which the Council is complying with its Code of Corporate Governance and details, as appropriate, any significant actions needed to improve the governance arrangements in the year ahead. The final statement will be signed by the Chief Executive and the Leader of the Council.

2. The AGS is an important statutory requirement which enhances public reporting of governance matters. It should therefore be honest and open, favouring disclosure.

3. The draft AGS is presented to the committee in order to ensure that it reasonably reflects the committee's knowledge and experience of the council's governance and controls.

The Annual Governance Statement

4. The draft AGS has been compiled using sources of evidence, including:

   - A review of the extent to which the Council has complied with each element of its Code of Corporate Governance;
   - Self-assurance statements prepared by Service Directors;
   - The LGSS Chief Internal Auditor's opinion on the Council's internal control environment, which will be formally reported to the Audit Committee on 14th July 2020.
   - A review by the corporate leadership team.

5. The Statement is prepared in accordance with guidance from the Chartered Institute of Public Finance (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). The guidance states that the AGS should include:

   - The Council's responsibilities for ensuring a sound system of governance;
   - An assessment of the effectiveness of key elements of the governance framework, and the role of those responsible for the development and maintenance of the governance environment;
   - An opinion on the level of assurance that the governance arrangements can provide and whether these continue to be regarded as fit for purpose;
   - The identification of any significant governance issues, and agreed actions taken, or proposed, to deal with significant governance issues;
   - A conclusion demonstrating a commitment to monitoring implementation through the next annual review.

6. 'Significant governance issues' are those that:

   - seriously prejudice or prevent achievement of a principal objective of the authority;
   - have resulted in the need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business;
   - have led to a material impact on the accounts;

- the Audit Committee advises should be considered significant for this purpose;
- the Chief Internal Auditor reports on as significant in the annual opinion on the internal control environment;
- have attracted significant public interest or have seriously damaged the reputation of the organisation; or
- have resulted in formal action being undertaken by the Chief Financial Officer and / or the Monitoring Officer.

The Code of Governance

7. The council's governance arrangements are documented in its Local Code of Governance. This includes references to the relevant local codes, policies and procedures. CIPFA / SOLACE provide guidance which is intended to be used as best practice for developing and maintaining a locally adopted code of governance.

8. The guidance provides seven principles of good governance, to categorise examples within the code. The guidance was reviewed to reflect that councils may be operating differently due austerity measures, and legislative changes such as the Localism Act 2011 and the Cities and Local Government Devolution Act 2016.

9. Consequently, the principles and terminology in the guidance have been updated to reflect these changes, and it is good practice to update the council's Local Code of Governance as well.

10. The Code of Governance is Appendix 19 of the Constitution.

11. Article 17 of the Constitution (Audit Committee) states that the Audit Committee should "*Review, consider and agree the AGS including the adequacy of the corporate governance framework and improvement action plan contained within it*". The Code of Governance is part of the corporate governance framework.

12. Article 15 of the Constitution (Review and revision of the Constitution[i]) states that "*Changes to the appendices of this constitution will be made by the director of resources, to reflect decisions taken in accordance with the constitution of the council, the cabinet, a committee or the chief executive as the case may be*". The director of resources has recommended that the Code of Governance is also reviewed by the constitution working party.

Timetable

13. The date for final publication of the accounts and AGS has been put back to 30 November. The AGS will continue to be reviewed up to that point to ensure that it is current at the time of final publication. Actions associated with the AGS will be reported during the year to the Audit Committee.

Conclusion

14. The draft AGS has been prepared, in accordance with professional guidance, and accompanies the Statement of Accounts. The process demonstrates good governance, it has been based on various sources of assurance, and the Committee is asked to consider the AGS. It will also be reviewed by the external

auditors, and the final version will be signed by the Chief Executive and the Leader of the Council.

Annual Governance Statement 2019-20

1. Scope of responsibility

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

1.2. In discharging this overall responsibility, Norwich City Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

1.3. Norwich City Council has approved and adopted a code of governance which is consistent with the principles of the CIPFA/ SOLACE Framework Delivering Good Governance in Local Government. The code forms appendix 19 of the council's constitution which is on the council website at www.norwich.gov.uk.

1.4. This statement explains how Norwich City Council has complied with the principles of the code and also meets the requirements of regulation 6 (1) of the Accounts and Audit Regulations 2015 which requires all relevant bodies to prepare an annual governance statement.

1.5. In April 2012 the council transferred the ICT and finance functions to LGSS, a public sector partnership between Northamptonshire and Cambridgeshire county councils. The arrangement is covered by a service level agreement. This arrangement was extended in April 2017 for a further five years.

1.6 Under the arrangement, some of the roles which the annual governance statement refers to are carried out by officers from LGSS such as the council's chief finance officer and s151 officer and the head of internal audit. From April 2020 these roles will be brought back in-house and carried out by appropriately qualified and experienced officers.

1.7 The role of Monitoring Officer is carried out by a senior officer from NpLaw.

2. The purpose of the governance framework

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

2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Norwich City Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

2.3 The governance framework has been in place at Norwich City Council for the year ended 31 March 2020 and up to the date of the approval of this statement.

3. The governance framework

3.1 The council's Code of Governance recognises that effective governance is achieved through the following core principles:

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

4. Key elements of the Governance Framework

The following is a brief description of the key elements of the systems and processes that comprise the council's governance arrangements:

1. Developing codes of conduct which define standards of behaviour for members and staff, and policies dealing with whistleblowing and conflicts of interest and that these codes and policies are communicated effectively:

- Under the Localism Act 2011 the new standards regime was adopted by council on 19 June 2012, including the members' code of conduct as documented in Appendix 13 of the Councils Constitution. Changes are likely to be brought in relating to a new Standards framework later this year based on guidance from the LGA to all Local Authorities.
- Training is provided to new members, any issues or failings are reported at Standard Committee meetings and advice is provided to members by the monitoring officer as identified, or as requested.
- There is a separate code of conduct for employees, which is supported by HR policies and procedures. New employees are given a copy of the code of conduct and other key policies, and there are regular reminders regarding compliance with the policies. Employees are required to confirm that they have read the code of conduct and other key policies.

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

- The chief finance officer is responsible for advising whether decisions of the cabinet and council are in accordance with the policy and budget framework.
- Budget managers have responsibility for ensuring that all proposals, decisions and actions incurring expenditure were lawful.
- Corporate policies and strategies, which are subject to regular review, are available on the council intranet. Employees are required to confirm that they have read key policies relating to conduct, security and certain personnel matters.
- Managers within the council are responsible for putting in place systems of control to ensure compliance with policies, procedures, laws and regulations. This is a key control and as such each year heads of service are asked to conduct a self-assessment of the systems of internal control within their services and highlight actions intended to address any areas for improvement.

3. Documenting a commitment to openness and acting in the public interest:

- Progress on delivering the Corporate Plan is communicated through a performance management framework. The Scrutiny Committee receives regular reports on performance against the Corporate Plan in addition to matters referred to it by Cabinet. In order to demonstrate its openness the Authority also publishes:
  - Constitution
  - Council, Cabinet and Committee Reports
  - Scheme of delegation to officers

- Various transparency reports, such as Pay Policy Statement and Payments over £500

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

- The council is part of Your Voice, a partnership of local organisations which enables anyone to sign up and have their say on services through consultations, surveys, focus groups and workshops, to name a few.
- The council's Customer first guidance for staff is intended to ensure that everything the council produces and sends out is easy for everyone to understand. It is supported by the Communications strategy and Communications handbook which helps staff to deal with communications issues.
- Residents are informed about the council's activities at all times. This is done through Citizen, the quarterly magazine for residents; work with the local media; the council website; social media and other channels. Council tenants also receive their own magazine, TLC, focusing on issues affecting them. Both of these publications are available on the council's internet.
- Tenants have a range of ways to be involved and these are detailed on the tenant involvement page of the council website. There is a clear framework with formal group structures for tenants and leaseholders, including seven active tenant and resident associations.
- In addition, a range of other options allows tenants to be involved at a level that suits them. These consist of the 1,200 tenant and leaseholder TalkBack panel used for surveys and focus groups, tenant inspectors, involvement in estate walkabouts and mystery shoppers. Proactive work by the tenant involvement team means that events and road shows are regularly held to encourage more tenants to be involved or simply give their views on services they receive.
- Any public consultations that are planned for the year are included in service plans. All consultations are co-ordinated by the council's business management group and reviewed on a quarterly basis.
- Information on current and closed consultations, including reports and minutes, is available on the council website.

5. Developing and communicating a vision which specifies intended outcomes for citizens and service users and is used as a basis for planning:

- The council has a clear vision of what it is trying to achieve, as set out in its corporate plan 2019-2022, which forms the council's overarching policy framework.
- The changing pace council blueprint (operating model) has been developed as a guide for how Norwich City Council designs services and structures to deliver the vision and priorities within its corporate plan in a way that proactively addresses the financial pressures and changing policy and legislative environment it faces.
- Details of all the above, together with any committee reports referred to in this statement, can be found on the council website at www.norwich.gov.uk

- The corporate plan sets out the city council's strategic direction including its vision, mission and priorities. The corporate plan 2019-2022 was approved by council on 26 February 2019.
- This has been developed in the light of the wider city vision work, which has been undertaken under the 'Norwich 2040' banner. This started with a significant piece of resident and stakeholder engagement to identify consensus about what the strengths and challenges of Norwich are. It then continued with analysis of the findings to shape a vision for Norwich in 2040 which provides a shared set of aspirations for Norwich
- The city vision is therefore the starting point for this corporate plan. This has been combined with information and analysis including:
    - Analysing information on levels of need in the city such as looking at demographics, economic, environmental and equalities data
    - Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
    - Understanding how other local authorities are responding to similar challenges
    - Looking at the potential future factors that may impact on Norwich and the council
    - Discussions with councillors and officers
    - Reflecting the Medium Term Financial Strategy and transformation programme which helps plan resource allocation
- The draft corporate plan was informed by consultation with members, residents, local organisations and other stakeholders.
- Medium term financial plans are presented to council on an annual basis for the general fund and Housing Revenue Account along with capital, investment and treasury management strategies. The plans set out the level of general fund savings that need to be achieved in the coming and each of the following four years. An annual consultation on the budget is also undertaken. The delivery of the corporate priorities is managed through service plans for each service area and monitored through the council's performance management and reporting system.

6. Translating the vision into courses of action for the authority, its partnerships and collaborations:

- The council's vision and mission are:
    - The corporate vision – To make Norwich a fine city for all
    - The corporate mission – To put people and the city first
- The three corporate priorities are:
    - People living well
    - Great neighbourhoods, local environment and housing
    - Inclusive economy

- The corporate plan is underpinned by a range of strategic and operational plans, which set out in more detail how the council's vision and priorities will be delivered. These plans contain more specific targets, which are allocated to teams, contractors, partners and employees to deliver.
- Service plans are being replaced by cross cutting strategies and team plans will be adapted to ensure a golden thread from each employee up to the corporate priorities and encourage a more joined up way of working as envisaged in the Fit for the Future Programme

7. Reviewing the effectiveness of the authority's decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality:

- The council's decision making framework is set out in the council's constitution including an effective scheme of delegation. The council's constitution is kept under continuous review in line with best practice, with a clear review plan, supported by a corporate governance group consisting of the director of resources, monitoring officer, chief finance officer (section 151 officer), head of HR and learning, director of people and neighbourhoods and local LGSS principal auditor. There is also a cross-party constitution working party - where major changes are proposed by the corporate governance group or the monitoring officer and director of resources these are considered by the constitution working party before being recommended to council for approval.
- Key partnerships have been identified and are included in the council's partnership register. The financial contribution and risk for key partnerships are reviewed and the results are reported to cabinet annually

8. Measuring the performance of services and related projects and ensuring that they are delivered in accordance with defined outcomes and that they represent the best use of resources and value for money:

- Performance management in the council is based on corporate plan priorities supported by a strategic management framework. The plan has a number of priorities and key performance measures and the team planning process is designed to explicitly reflect these priorities. The corporate plan is underpinned by team plans which set out how the top priorities will be delivered, and by operational delivery plans which set out practical steps and performance measures for all teams.
- The council uses an electronic performance management system which supports the performance management regime by holding high level indicators, risks and actions used to deliver the corporate plan. Performance is reported monthly to portfolio holders, quarterly to cabinet and twice-yearly to scrutiny.
- The council is a member of HouseMark, which is the main benchmarking organisation for social housing. Norwich is a major subscriber and also a member of HouseMark clubs dealing with welfare reform and ASB issues comparing and shaping good practice. The council is also a founder / board member of ARCH (Association of Retained Council Housing) which promotes council housing and shares good practice through the exchange of ideas and seminars. The council also has active tenancy scrutiny and involvement panels which enable tenants to be involved with contract monitoring and procurement.

- A summary of the overall performance of the council in 2019-20 is included in the narrative report to the statement of accounts for the year ending 31 March 2020.
- A key component of the council's performance framework and its drive for quality improvement is the work of internal audit. Their work assists management in an advisory and proactive capacity in addition to providing traditional assurance on systems and the control environment.
- Change and transformation within the council is underpinned by its changing pace blueprint (operating model) to ensure the council meets its savings targets while continuing to improve services and delivery models wherever possible. This approach is supported by a range of tools such as the council's organisational change toolkit to ensure staffing changes are carried out effectively, and its project management toolkit to ensure the effective delivery of projects.
- The ongoing process of transformation is driven by the corporate leadership team and business management group (involving all the heads of service) with regular briefings for the leader and portfolio holders and major change proposals being formally approved by Cabinet and Council as appropriate.

9. Defining and documenting the roles and responsibilities of members and management, with clear protocols for effective communication in respect of the authority and partnership arrangements:

- The council's constitution sets out how the council operates, and contains separate articles and appendices covering executive, non-executive, scrutiny and officer functions. In addition, there are separate appendices covering the scheme of delegations to officers, the protocol for member/officer working arrangements, and protocols for the chief finance officer and monitoring officer.
- There is also an agreed protocol between the leader and chief executive officer covering their working arrangements.
- The council has a corporate governance framework for working in partnerships, with significant partnerships and joint ventures such as those with LGSS (partnering and delegation agreement with service level agreements), NpLaw (delegation agreement and a joint management board with 2 out of 8 places for the council) and NPS Norwich Limited, Norwich Norse Building Limited and Norwich Norse Environmental Limited (shareholders' agreement, 2 places out of 5 on each of the company boards, articles of association of the companies, company business plans and contracts for services).

10. Ensuring that financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015) and, where they do not, explain why and how they deliver the same impact.):

- The role of the chief finance officer (CFO) and the finance function were sourced through a partnership and delegation agreement with LGSS, a public sector shared services organisation. The finance function will be insourced from LGSS to the Council from April 2020.
- The governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015) were embedded within the

agreement. Performance against these requirements was regularly monitored to ensure compliance. The council continually seeks to improve financial management practices and processes to deliver sound financial governance.

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

- The monitoring officer is a statutory appointment under section 5 of the Local Government and Housing Act 1989. The current responsibilities of the monitoring officer rest with a senior officer at Nplaw, the council's shared legal service. The deputy monitoring officer roles rest with nominated officers at the council. They undertake to discharge their statutory responsibilities with a positive determination and in a manner that enhances the overall reputation of the council. In doing so they will also safeguard, so far as is possible, members and officers whilst acting in their official capacities, from legal difficulties and/or criminal sanctions.
- It is important that members and officers work together to promote good governance within the council. The monitoring officer plays a key role in this and therefore it is vital that members and officers work with the monitoring officer to discharge the statutory responsibilities and other duties (as set out in appendix 9b of the constitution).
- There are working arrangements and understandings in place between the monitoring officer, members and the corporate leadership team which are designed to ensure the effective discharge of the council's business and functions. These arrangements are detailed in the monitoring officer protocol, which currently forms appendix 9B of the council's constitution.
- The Council has appointed directors as deputy monitoring officers to cover a conflict of interest if the monitoring officer or NpLaw cannot advise.

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

- The role of head of paid service is defined in the Local Government and Housing Act 1989. In Norwich City Council it is assigned to the chief executive as set out in appendix 8 of the constitution and all necessary powers are delegated to him/her to fulfil the statutory role. Article 12 of the constitution requires the head of paid service to determine and publicise a description of the overall departmental structure of the Council showing the management structure and deployment of officers.
- The head of paid service, despite having all the necessary authority to take delegated staffing decisions, has chosen to exercise his/her discretion on a number of occasions and has reported to cabinet on changes to the senior management structure or on significant changes to the organisation's structure as an aid to transparency. These proposals are discussed at the corporate leadership team and proposed to cabinet. All cabinet papers are circulated to all members. The council's senior management structure is set out in appendix 17 of the constitution and publicised on the council's web site.
- The council is also required to provide the head of paid service with staff, accommodation and other resources sufficient to enable the performance of the function. In Norwich City Council, the annual budget proposed to council by cabinet, prepared by officers, seeks to align the provision of council resources with

the delivery of the corporate plan. In this manner, the head of paid service is ensuring that the council is fulfilling its duty. During the year, any proposals that are made to significantly alter the manner of service delivery, to reduce or enhance a service, sets out the staffing and resource implications for that proposal. This is standardised in committee report formats to ensure that all relevant matters are considered when proposals are made. All cabinet papers are subject to scrutiny.

- A review (or appraisal) of the chief executive's performance is undertaken each year. The process is managed by an independent individual and takes account of the views of the Leader, cabinet and each opposition leader about how the chief executive has discharged all of his/her functions in relation to the role. There are also informal opportunities throughout the year for the adequacy of the chief executives performance to be discussed e.g. at weekly leader meetings and monthly meetings of group leaders.
- A new chief executive was appointed by the Council in November 2019, and took on the duties as head of paid service from January 2020.

13. Providing induction and identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training:

- The cross-party councillors' development group sets the strategic and policy direction for all aspects of councillor development which includes:
  - promoting the development of members
  - developing, monitoring and evaluating the councillors training and development programme
- A full programme of training and development has been agreed by the group including a monthly schedule of both training sessions and briefings.
- Managers have a portfolio of learning and development available to them which is designed to develop their skills and to support achievement of the organisation's priorities. The Changing PACE values provide the overarching framework for development and include behaviours expected from all employees. There is an employee performance review which provides individual and team objectives and through which learning and development needs for all employees and managers are identified. A corporate learning and development plan is created to support employees in line with current and future needs.

14. Reviewing the effectiveness of the framework for identifying and managing risks and for performance and demonstrating clear accountability:

- The council has a risk management policy and a risk management strategy, which have been approved by cabinet and are published to the council website.
- The council's corporate risk register is the result of continued review by managers, corporate leadership team and audit committee of the key risks that may have an impact on achieving the council's objectives. Each risk shows the owner and the key controls in place to minimise any impact on the council and its provision of

services to stakeholders. Individual projects and partnerships are also subject to risk assessments.

- The risk management charter was considered by Audit Committee on 12 March 2019 and by Cabinet on 6 February 2019. The council's risk management policy was updated, approved by Cabinet in January 2017 and was updated in 2019/20 in line with the risk management charter.
- Service risks are included in service plans and are reviewed by departmental management teams. Any risks that are considered to be of a corporate nature are escalated to the corporate leadership team for possible inclusion in the corporate risk register.
- The council has a corporate business continuity plan for the effective management of business continuity issues, in order to ensure the continued delivery of services. Both business continuity and the management of major contracts are included in the corporate risk register. A business continuity policy and framework was approved by Cabinet on 25 June 2014.

15. Ensuring effective counter fraud and anti-corruption arrangements are developed and maintained in accordance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014):

- The council has recently reviewed its counter fraud arrangements, reflecting professional guidance and good practice, and has published revised anti-fraud and corruption, whistleblowing and anti-money laundering policies.
- The policies are promoted to employees, and are available on both the intranet and website. Employees are required to confirm that they have read these.
- For the public there is also a complaints procedure which can be accessed via the council website, plus an online form for reporting all types of suspected fraud.
- Under the partnership and delegation agreement, in 2019-20 LGSS provided a dedicated fraud team to investigate all alleged frauds perpetrated against the council. Responsibilities will transfer to the insourced internal audit team from April 2020.
- The council fully participates in the Cabinet Office's regular national fraud initiatives (NFI) and regularly reports the results to audit committee.

16. Ensuring an effective scrutiny function is in place:

- The council's scrutiny committee through its work programme regularly carries out work that involves reviewing the performance and effectiveness of other public service providers as well as the council. A member of the council's scrutiny committee is a member of the Norfolk health scrutiny committee and provides regular updates on their work to the council's scrutiny committee.
- A member of the council is also a member of the Norfolk Health and Wellbeing Board and inputs into the progression of the Norfolk Health and Wellbeing Strategy.
- A member of the council is also a member of the police and crime panel, and a member of the council's scrutiny committee is a member of the Norfolk community safety partnership scrutiny panel to provide regular updates on their work to the council's scrutiny committee. The council's chief executive also chairs the Norfolk Community Safety Partnership.

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

- In line with the partnership and delegation agreement, the internal audit for 2019-20 was provided by LGSS internal audit and was led by a professionally qualified head of internal audit in accordance with the CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations, Public Sector Internal Audit Standards and the Local Government Application Note. Best practice standards will continue to be adhered to following the insourcing of the internal audit function from April 2020.

18. Undertaking the core functions of an audit committee, as identified in Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2013):

- The council has an audit committee with terms of reference and supporting procedure rules covering internal and external audit, risk management, annual statement of accounts, corporate governance and internal control arrangements, and anti-fraud and corruption arrangements. The terms of reference were reviewed in October 2017 in line with the latest CIPFA guidance and can be found in article 17 of the council's constitution.

19. Ensuring that the authority provides timely support, information and responses to external auditors and properly considers audit findings and recommendations:

- The council provides support and information to the externally appointed auditors (Ernst & Young). Audit findings and recommendations are reported through the Audit Committee.

20. Incorporating good governance arrangements in respect of partnerships and other joint working and ensuring that they are reflected across the authority's overall governance structures:

- The council demonstrates a strong commitment to working in partnership with other agencies to deliver priority outcomes and ensure that this partnership activity provides value for money and added value.
- All key partnerships have been identified and are included in the partnership register. A corporate governance framework and toolkit has been developed for use by all key partnerships, to ensure that effective governance and risk management arrangements are in place.
- The governance arrangements for key partnerships are kept under review and the results are reported to cabinet annually, together with an assessment of the effectiveness of the council's involvement in partnerships
- Norwich Regeneration Limited (NRL) has a board consisting of two councillors, and three officers of the council. Two officers resigned from their positions on the board during 2019/20 and have not been replaced on the board. The council commenced recruitment for 2 independent non-executive directors during 2019/20 but interviews were delayed by the Covid19 situation and are now taking place in June 2020. The board combines a broad range of experience including finance, business case development, procurement, risk management as well as general management. The company appointed a full time managing director in 2018 who has significant commercial house building experience. NpLaw provide company

secretary support to the board. The board is provided additional expertise from various people including officers of the council, a financial advisor, a project manager, estate agents, architects and legal. The board has put in place a scheme of delegation to allow day to day decisions to be taken without the need for a full board meeting but major decisions are reserved for the board. NRL is taking a phased approach to development and all houses have been sold from its first development and NRL is now taking on further developments. NRL has a business plan in place which goes through rigorous scrutiny requiring the approval of the council as shareholder as well as the NRL board. Risks are managed at a company level through the business plan and board meetings while project risks are managed through the project process for each project.

5. Review of effectiveness

5.1. Norwich City Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the directors within the council who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

5.2. The following is a brief description of the roles and processes that have been applied in evaluating the effectiveness of the governance framework:

1. The council and cabinet

- In February 2019 the council approved the new corporate plan 2019-2022, which is reviewed each year in line with the medium term financial strategy and in parallel to the development of the budget for the following year to ensure the necessary resources are in place for its delivery. This was updated in 2019 with changes to the key performance measures, which had been agreed by cabinet and the scrutiny committee. The council will continue to engage with stakeholders to inform the setting of corporate priorities beyond 2019-20, reflecting the changing landscape of local government finance and emerging opportunities and challenges for Norwich.
- The council approves medium term financial plans for the general fund and housing revenue account along with capital, investment and treasury management strategies. These provide the financial structure for the policy and budget framework, corporate planning, annual service planning and budget setting.
- During 2019-20 the cabinet continued with its approach to developing the future priorities and shape of the organisation to meet the council's savings requirements.
- Section 151 of the Local Government Act 1972 requires that every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs. Council considered and delegated the decision to appoint a S151 & Chief Finance Officer to the Chief Executive and the Leader.
- Council considered the appointment of Independent Persons for the Council as per the standards framework to be compliant with the Localism act 2011.
- Following the decision made at full council, the Cabinet resolved to not participate in the Norfolk and Suffolk devolution agreement, with the process to establish an elected mayor and combined authority for the East Anglia region.
- Cabinet approved key strategies and policies such as the Procurement Strategy 2016-2020, and the Risk Management Policy. Cabinet approved that all appropriate mitigation had been taken for risks which exceeded the Councils risk appetite.

- Cabinet approved business plans, including joint ventures for NPS Norwich Limited, Norwich Norse Building Limited and Norwich Norse Environmental Limited, plus Norwich Regeneration Ltd and the Norwich and Homes and Communities Agency (HCA) strategic partnership.
- Quarterly performance monitoring reports are presented to scrutiny committee and cabinet – cabinet also receives budget monitoring reports. Performance monitoring reports during 2019-20 covered achievement against the council's detailed priority actions and performance measures detailed in the corporate plan 2019-22.
- The council's constitution working party recommends to cabinet and council any changes to the constitution.

2. The scrutiny committee

- The overview and scrutiny function is exercised by the scrutiny committee. Procedure rules and terms of reference include the general remit to maintain an overview of the discharge of the council's executive functions and the right to review council policies. Reviews also include delivery of the corporate plan, through performance reports.
- The statutory annual report on the work of scrutiny committee in 2018-19 was presented to scrutiny committee on 21 March 2019 and was presented to Council on 23 July 2019.

3. The audit committee

- The council has an audit committee with terms of reference which cover internal and external audit matters, risk management arrangements, corporate governance including internal control arrangements and the annual governance statement, anti-fraud and corruption arrangements, and the statement of accounts.
- The committee receives reports on corporate risks, the work of internal audit, including the head of internal audit's annual report, and external audit reports, letters and briefings. It also reviews and approves the annual governance statement.
- The Local Audit and Accountability Act 2014 introduced changes to the appointment process for external auditors. The committee reviewed options for appointing external auditors, and endorsed a recommendation to use PSAA Ltd, who was specified as the sector-led appointing body under the Local Audit (Appointing Person) Regulations 2015. This was recommended to cabinet and approved by full council.
- The committee reviewed counter fraud policies including anti-fraud and corruption, anti-money laundering, and whistleblowing. These were recommended and approved by cabinet.
- In line with good practice, the annual report on the work of the audit committee in 2018-19 was discussed by the audit committee on 11 June 2019 and presented to council on 23 July 2019.

4. The standards committee and monitoring officer

- The council has a standards committee with terms of reference to promote and maintain high standards of conduct by members and co-opted members of the council and to assist members and co-opted members to observe the council's code of conduct.

- The standards committee is supported by the monitoring officer, whose duties include the promotion of ethics and standards across the council, maintaining the constitution, and ensuring compliance with relevant laws, regulations and policies. The monitoring officer is a statutory appointment, and the current responsibilities of this role rest with the nominated officer from NpLaw.
- The monitoring officer's annual report supports the assurance statements included in the annual governance statement. It provides a review of the monitoring officer's work as part of the council's governance arrangements and system of internal control. The report covered the period up to 15 June 2019 and was presented to the Standards Committee on 2 July 2019. This concluded that the systems of internal control administered by the monitoring officer, including the code of corporate governance and the council's constitution, were adequate and effective during the period covered by this report for the purposes of the latest regulations.

5. Chief finance officer

- The chief finance officer is a statutory appointment, and during 2019-20 the responsibilities of this role were sourced through the agreement with LGSS. Duties include the proper administration of the financial affairs of the council, contributing to the effective leadership of the council as member of the corporate leadership team, ensuring that expenditure is lawful and within resources, advising on systems of internal financial control, and supporting the audit committee.
- Under the partnership and delegation agreement the council and LGSS work together to continually improve financial management practices and processes to deliver sound financial governance. This is evidenced by the fact that the external auditors issued unqualified audit opinions on the financial statements and value for money conclusion each year from 2012-13 to 2018-19.

6. Internal audit

- The Council takes assurance about the effectiveness of the governance environment from the work of Internal Audit, which provides independent and objective assurance across the whole range of the Council's activities. It is the duty of the head of internal audit to give an opinion on the adequacy and effectiveness of internal control within the Council. This opinion has been used to inform the Annual Governance Statement.
- The head of internal audit's annual report will be presented to the Audit Committee in July 2020. This report will outline the key findings of the audit work undertaken during 2019-20, including areas of significant weakness in the internal control environment.
- From the audit reviews undertaken during 2019-20, no areas were identified where it was considered that, if the risks highlighted materialised, it would have a major impact on the organisation as a whole. The need to improve risk management and some aspects of contract management were identified and audit reviews will continue to focus in this area. In each instance where it has been identified that the control environment was not strong enough, or was not complied with sufficiently to prevent risks to the organisation, internal audit has issued recommendations to further improve the system of control and compliance. Where these

recommendations are considered to have significant impact on the system of internal control, the implementation of actions is followed-up by internal audit and is reported to audit committee. The head of internal audit's opinion has stressed the need to address outstanding recommendations concerning contract management and Norwich Regeneration Ltd.

- It is the opinion of the head of internal audit that, taking into account all available evidence, satisfactory assurance may be awarded over the adequacy and effectiveness of the Council's overall internal control environment during the financial year 2019-20. The detail to support this assessment is provided in the annual internal audit report.

7. Corporate governance group

- This is an internal officer group meeting every four months, which is chaired by the director of resources, and is responsible for reviewing all aspects of the council's governance arrangements. Other members of the group are the chief finance officer, monitoring officer, head of HR and learning, director of people and neighbourhoods and principal auditor.

8. Other explicit review / assurance mechanisms

External audit

- Under the government's local public audit regime the Audit Commission awarded contracts for work previously carried out by the Commission's own audit practice. As a result Ernst & Young (now EY) became the appointed external auditor from 1 September 2012.
- EY's audit results report (ISA260) for 2018-19 was presented to audit committee on 22 July 2019. The annual audit letter 2018-19 was presented to audit committee on 15 October 2019.
- For 2018-19 EY issued unqualified audit opinions on the financial statements, value for money conclusion and whole of government accounts. There were no significant risks identified other than a risk due to increasing commercialisation activity but concluded proper arrangements were in place for informed decision making.

Improvement and efficiency.

- The council has been on a significant journey of improvement over recent years which has been recognised by a number of awards including
    - The Gold award for "Delivering through efficiency" in the iESE improvement and efficiency awards 2013.
    - Highly commended in the Local Government Chronicle awards 2013 where we came second in the Most Improved Council of the Year category.
    - Gold award for overall "Council of the Year" in the iESE improvement and efficiency awards 2014.
    - Local Government Chronicle Award for "Most Improved Council" 2014.
    - Selected as a finalist in the MJ Local Government Achievement Awards 2015, for 'Best Achieving Council'.

- The council was also selected as a finalist in the Local Government Chronicle 'Council of the Year' award 2016.
- In addition, during 2015, iESE undertook a corporate health check of the council, and a review of efficiency was undertaken by Newton Europe, both with positive results
- Achieved silver standard status for the Council's Home Options service by the peer led, National Practitioner Support Service

The city council's housing development on Goldsmith Street won the RIBA Sterling Prize 2019.

6. Governance issues and actions

- We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the audit committee, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.
- The following is an outline of the significant issues arising from the review of effectiveness and the actions taken or proposed to deal with them (committee reports where mentioned, and minutes, can be found at www.norwich.gov.uk).

COVID-19

The Covid-19 situation that commenced in March 2020 has led to significant changes to the working practices for the council. As soon as the issue became apparent, the council put in place its business continuity/emergency planning procedures. A gold command structure was put in place with the chief executive chairing daily meetings and the director of strategy and culture leading the response. In response to the requirements of the government, council staff have been enabled to work at home as far as possible. The council has been able to maintain as far as possible a business as usual approach. However, additional requirements such as business rates grants and reliefs have seen additional pressures and staff have been redeployed where necessary to assist with additional workload. Internal audit work will focus on areas of heightened risk associated with these areas. HR have maintained information on staff who are working normally showing whether they are working at home or at their normal work location as well as staff who are shielding, off work with symptoms etc. The council has also formed a hub to distribute food and support vulnerable people who do not have any support network.

An evaluation of the effectiveness of business continuity/emergency planning will be needed across all service areas to evaluate the effectiveness of arrangements and identify any improvements that can be made for the future.

The financial impact on the council will be significant with lost revenue from car parking and potential non-payment of commercial rents, council tax and business rates the key risk areas. Finance have created monitoring information and modelling of scenarios to provide information to the Corporate Leadership Team. Cabinet councillors are regularly briefed on the ongoing situation and the impact on the council. Amendments have been made to the council's schedule of meetings to only hold meetings where necessary and to hold these remotely using video technology. The planning committee has met remotely to delegate decisions to officers in the short term. Some government funding has been received but this falls well short of the anticipated loss of income in 2020/21. The medium term financial strategy will be reviewed during the year to address these issues.

The Council has developed a blueprint for recovery which was approved by Cabinet in June 2020. This will focus on helping the community to rebuild, support and protect the vulnerable whilst also developing the Council to transform its working practices and the ways in which its services are delivered and its assets are managed to benefit the community. The focus will be to build on opportunities arising from the pandemic to modernise the organisation and increase flexibility.

Joint Venture Insourcing

In October 2018 Cabinet endorsed the recommendation to continue negotiations with Norse for the return of the joint ventures to the full control of the council. In September 2019 the Cabinet authorised the termination of the environmental services contract by giving 18 months' notice as allowed in the contract meaning new service provision will start from April 2021. The services include major front facing services such as housing repairs and maintenance, street cleaning and grounds maintenance. A joint venture insourcing project involving officers from neighbourhood housing, city development, citywide services, finance and resources is in place to develop arrangements for the smooth transition of services underpinned by strong governance. This will continue to be a key focus for the council during 2020/21 to ensure that arrangements are in place for the first phase of insourcing from April 2021.

In addition to this work, the council will continue to address internal audit recommendations arising from their review of Norwich Regeneration Ltd. These findings will also inform the setup of robust governance arrangements being put in place in respect of the joint venture insourcing project.

Risk Management

Whilst the Council has in place an established strategy and policy that conforms to best practice, the need to improve the application of these processes has been identified to ensure that risk management is operating effectively at every level of its operations. Internal audit will assist services and the corporate leadership team to make improvements and develop a fluid and systematic approach to managing risk at both corporate and service levels.

Emerging legislation

- New Financial Management Code from CIPFA will take effect in full from April 2021.
- In March 2020 the government released 'Planning for the Future' ahead of two proposed white papers originally due in respect of Planning and Social Housing.
- Environmental bill 2020
- Domestic Abuse bill 2020

7. Conclusion

Based on the work that has been completed, assurance can be taken that the governance arrangements at Norwich City Council are fit for purpose.

Norwich City Council is committed to ensuring the implementation of all actions that are planned to strengthen the organisation's governance arrangements. Implementation of these actions will be monitored through the next annual review.

8. Statement by Leader of the Council and Chief Executive

The Council has in place strong governance arrangements which we are confident protect its interests and provide necessary assurances to our citizens and stakeholders.

We propose over the coming year to continually address any issues arising that need addressing in order to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation not only as part of our next annual review, but also continuously throughout the year.

Signed:

.......………………………………. ………………………………….

Alan Waters	Stephen Evans
Leader of the Council	Chief Executive
Date:	Date:

Report to	Audit committee	**Item**
	14 July 2020	7
Report of	Chief finance officer (Section 151 Officer)	
Subject	Statement of Accounts 2019-20	

Purpose

This report presents the formal unaudited draft Statement of Accounts, authorised by the chief finance officer on 6 July 2020.

Recommendation

To review the draft Statement of Accounts 2019-20

Corporate and service priorities

This report helps to meet all the corporate priorities

Financial implications

The report has no direct financial consequences however it does report on the performance of the council's service delivery.

Ward/s: All Wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Hannah Simpson – chief finance officer	01603 212561

Background documents

None

Report

Background

1. The unaudited draft statement of accounts was authorised by the Chief Finance Officer (CFO) on 6 July 2020. There is no requirement for the committee to approve the draft financial statements however the unaudited accounts are presented to the audit committee for review.

2. The Accounts and Audit (Coronavirus) Amendments Regulations 2020 (SI 2020/404) for the Statement of Accounts 2019-20 relaxed the audit deadlines for the preparation of local authorities' financial statements. This removed the requirement to make the accounts available for public inspection for the first 10 working days of June. Instead local authorities must commence the public inspection period on or before the first working day of September 2020. The revised requirement is for draft accounts must be submitted by 31 August 2020. The publication date for audited accounts has consequently moved from 31 July to 30 November 2020.

3. The unaudited Statement of Accounts can be accessed on the council website. Our period of public inspection will run from 13 July until 21 August 2020.

4. Covid-19 has presented challenges both in terms of working arrangements and additional activity for the team. Despite this the team have worked hard to prepare the financial statements, including liaison with budgets managers and external partners.

Statement of Accounts

5. The statement of accounts is attached at Appendix 1. Its format is required to follow the Code of Practice on Local Authority Accounting in the United Kingdom (supported by International Financial Reporting Standards) and includes a full balance sheet and statement of cash flow movements.

6. Group Accounts have been prepared which consolidate in the financial performance and position of the council's wholly-owned subsidiary Norwich Regeneration Limited.

7. The narrative report is included within the Statement of Accounts. The report provides the reader with:

    - an understanding of the council, its strategic priorities, and the local and national context in which it operates;
    - an overview of the council's medium term financial plans, future outlook, and key risks going forwards;
    - a summary of the council's financial performance for 2019/20 along with information on how well the council delivered its key priorities during the year; and
    - a guide to the key features of the primary statements and notes that make up the financial statements.

8. Section 9 of the narrative report details each of the primary financial statements and provides explanations of the key figures and movements.

9. There have been no significant changes to the accounting standards in 2019-20.

Covid-19 Implications

10. Since setting the 2020-21 budget in February 2020, the global economic environment has fundamentally shifted in light of the Covid-19 pandemic. It has not had a dramatic impact on the financial outturn for 2019/20 as the pandemic only started to make a notable impact on the public's and businesses' behaviour in the last two weeks of March. The true scale of its impact on the Council's finances will be felt during 2020/21, although it will continue into the medium term.

11. The statements have been prepared on a going concern basis. Due to the current covid-19 pandemic and the impact on the council's financial position, management's going concern assessment will continue to be monitored and updated until the accounts audit is finalised. This assessment will be updated as further information becomes available on the financial impact on the council's budgets and reserves and any additional funding from central government.

12. The narrative report contains details of the potential impacts on the council's operations and finances, as well as the on-going work to review budget forecasts, identify in-year savings and update the medium-term financial projections.

13. To prepare the Statement of Accounts independent valuations have been undertaken on the pension and property assets. Due to the timing of the Covid-19 pandemic, and lack of information about the wider impacts on asset valuations, there is a higher degree of uncertainty than usual around these accounting estimates. Note 4 in the accounts provides further details on the assumptions made about future and other major sources of estimation uncertainty and the sensitivity of valuations. Management will continue to monitor information available about asset valuations and the implications for the accounts until the accounts audit is finalised.

DRAFT

Statement of accounts

for the year ending 31 March 2020

NORWICH
City Council

Contents

Narrative Report

1. Introduction

Effective planning, management and scrutiny of the use of public funds are a key part of a local authority's responsibilities. The financial statements (commonly known as the accounts) are a vital part of the accountability framework, as they demonstrate how much money was spent and for what purpose, and how cash needs were met. They also record assets used, and liabilities incurred, in delivering services.

However, local authority financial statements are complex and can be difficult to understand: they must comply with the Chartered Institute of Public Finance & Accountancy's (CIPFA) "Code of Practice on Local Authority Accounting in the United Kingdom 2019/20", which is based on International Reporting Standards (IFRS), and also the requirements of accounting and financing regulations of central government.

This narrative report will provide the reader with:

- An understanding of the council, its strategic priorities, and the local and national context in which it operates.

- A summary of the council's financial performance for 2019/20 along with information on how well the Council delivered its key priorities during the year.

- The response and future challenges related to Covid-19.

- An overview of the council's medium term financial plans, future outlook, and key risks going forwards.

- A guide to the key features of the primary statements and notes that make up the financial statements.

The council is required to publish an Annual Governance Statement to accompany the Statement of Accounts. This sets out the arrangements the council has put in place to manage and mitigate the risks it faces when meeting its responsibilities. The 2019/20 Annual Governance Statement can be found at: *https://www.norwich.gov.uk/downloads/download/1978/statement_of_accounts*

2. Norwich City Council

Norwich City Council is a district city council. It delivers services to the heart of the city, approximately 60% of the urban area, covering a population of some 141,137 (Source: 2018-based population projections, Office of National Statistics, March 2020). These services include:

• Housing services • Waste & recycling collections • Street cleansing • Car parking • Parks and open spaces • Cultural, tourism and leisure services	• Electoral Registration • Housing and Council Tax Benefits • Local Planning • Public protection services including licensing and environmental health

The council has 39 Councillors representing 13 Wards (three Councillors for each Ward), each serving a four year term.

The political make-up of the city council during the 2019/20 civic year was as follows:

- Labour 27 seats,
- Green Party 9, and
- Liberal Democrats 3.

Labour had a majority of the seats and therefore had overall control. The Cabinet for the 2019/20 civic year consisted of eight members of the Labour group including the Leader of the Council, as follows:

Portfolio	Councillor
Leader of the council	Councillor Alan Waters
Deputy leader and social housing	Councillor Gail Harris
Safe and sustainable city environment	Councillor Kevin Maguire
Social inclusion	Councillor Karen Davis
Safer, stronger neighbourhoods	Councillor Beth Jones
Resources	Councillor Paul Kendrick
Sustainable and inclusive growth	Councillor Mike Stonard
Health and wellbeing	Councillor Matthew Packer

The Council employs 540.62 full time equivalent (FTE) employees (as at 31 March 2020). The actual number of employees is 640 of whom 399 are full time and 241 are part-time employees.

The Council delivers some of its services in partnership with other organisations, the most significant of these being Norse Property Services Norwich Ltd (land and property management), Norwich Norse Environmental Ltd (street and other cleansing, grounds maintenance and tree work), Norwich Norse Building Ltd (housing and non-housing repairs and maintenance), CNC Building Control, LGSS (provision of finance, internal audit, insurance and IT services) and NPLaw (legal services).

The council insourced the LGSS joint venture contracts on 1 April 2020. It also intends the insource the Norse joint venture contracts back into council control, with a view of the first transfer of services from April 2021.

3. Strategic direction of the Council

The corporate plan 2019-2022 sets out the overall strategic direction of the council including its vision, priorities and values. This guides everything the council will do for the city and its residents and visitors for the period. A copy of the Corporate Plan can be downloaded by following: https://www.norwich.gov.uk/info/20277/performance_and_open_data/1859/corporate_plan

Our vision: overall this is what as a council we aim to achieve for the city and its citizens.

Our vision: to make Norwich a fine city for all.

Our mission: this is the fundamental purpose of the council – so basically what we are here for.

Our mission: put people and the city first.

Our priorities: these are the key things we aim to focus on achieving for the city and its residents to realise our vision over the next five years. These are:

- People living Well
- Great neighbourhoods, housing and environment
- Inclusive economy

Our core values: these drive how we will all work and act as teams and employees of the council. Taken together, these summarise what we promise to do and be as a council for the city and its residents. These are:

P Pride: We will take pride in what we do and demonstrate integrity in how we do it.
A Accountability: We will take responsibility, do what we say we will do and see things through.
C Collaboration: We will work with others and help others to succeed.
E Excellence: We will strive to do things well and look for ways to innovate and improve.

4. Local context

Norwich is a success story. It seamlessly combines the modern with the historic and is a vibrant city with a thriving economy and cultural scene. There is much to celebrate, but as with any city, it has some challenges. These issues include poor educational attainment and poor health. The severity of these varies considerably between different wards of the city.

Detailed statistical information about the city can be found in The State of Norwich report found at https://www.norwich.gov.uk/downloads/file/6623/state_of_norwich

The 2019-22 Corporate Plan was developed in the light of the wider city vision work, which was undertaken under the 'Norwich 2040' banner. This started with a significant piece of resident and stakeholder engagement during 2016/17 and 2017/18 to identify consensus about what the strengths and challenges of Norwich are. It then continued with analysis of the findings to shape a vision for Norwich in 2040 which provides a shared set of aspirations for Norwich.

The city vision is therefore the starting point for this new corporate plan. This has been combined with information and analysis including:

- Analysing information on levels of need in the city such as looking at demographics, economic, environmental and equalities data.
- Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
- Understanding how other local authorities are responding to similar challenges.
- Looking at the potential future factors that may impact on Norwich and the council.
- Discussions with councillors and officers.
- Reflecting the Medium Term Financial Strategy and transformation programme which helps plan resource allocation.

Running alongside this is a review of the Council's whole operating model to make sure we are "Fit for the Future" and can deliver the services that our residents, visitors, businesses and partner organisations want and need, within the resources we have. This work has informed the new corporate plan for the Council for 2019/20 and onwards. The 'Fit for the Future' programme is continuing to take forward plans that will enable the council to better serve its city in challenging times, whilst also ensuring its financial sustainability.

5. National Context & Future Outlook

Norwich City Council is working in the context of the most challenging and uncertain financial times that local government has ever faced.

Covid-19

Since setting the 2020-21 budget in February 2020, the global economic environment has fundamentally shifted in light of the Covid-19 pandemic. It has not had a dramatic impact on the financial outturn for 2019/20 as the pandemic only started to make a notable impact on the public's and businesses' behaviour in the last two weeks of March. However, the true scale of its impact on the Council's finances will be felt during 2020/21.

Council's Response

Using the established business continuity planning process, the council has been able to suspend certain non-essential services and re-deploy staff into areas and activities that have been critical to our emergency response. Key elements of the response have included:

- Ensuring the IT capabilities to allow staff to work from home;
- Establishing the Norwich Community Response Hub (NCR) which was set up to support the most vulnerable in the city. This has provided emergency food and supplies and made welfare calls;
- Changing the way many services delivered – for example customer contact services are have been delivered over the phone and via the norwich.gov.uk website;
- Continuing to meet statutory requirements with regards to homelessness and providing emergency housing support;
- Working hard to administer grants to thousands of small and retail businesses who are eligible under the government's scheme.

The council has already begun to consider areas of focus for how the council might operate moving forwards and some of the emerging key themes which will drive the wider city recovery plan.

https://www.norwich.gov.uk/news/article/358/ambitious_covid-19_recovery_plan_for_norwich_now_published

Financial Implications

The impacts of the pandemic on the council's financial position will be far-reaching. The full extent of Covid-19 on the council's finances will only become clear as the financial year unfolds. However, it is already apparent that there will be significant adverse impacts on the council's income budgets including from council tax payments, business rates, car parking fees, and rental income from commercial property investments. Initial estimates suggest the combined financial loss to the council could be up to £14m across both the general fund and housing revenue account over the next two years; however this position is constantly being refined as new information emerges. The pace of the economic recovery and level of financial support for local authorities will be key to determining the scale of the impact on the council.

The Government has provided some additional funding to Local Authorities to support them in responding to coronavirus, in particular playing a key role in maintaining critical frontline services, assisting vulnerable people and supporting businesses and individuals. To date, the council has been awarded £1.5m in covid-19 funding. This falls significantly short of the budget pressures the council is facing.

The recovery plan includes the following key financial actions:

- Continue to closely monitor and update budget impact analysis and regularly update members and senior officers;
- Continue to lobby Government to ensure the council and local government more widely is fully compensated for increased spending and loss of income associated with Covid-19;
- Corporate review of all 2020-21 revenue budgets to identify areas for immediately reducing in-year expenditure through additional controls on non-essential spend and recruitment;
- Review of the capital programme to ensure that the schemes still reflect the council's current priorities and that these are affordable in the new financial landscape;
- Update the council's Medium Term Financial Strategy, to understand the short to medium implications for the council's savings requirements and use of reserves. This work will feed into the 21/22 budget setting process.

Alongside these actions the council will need to draw on reserves during 2020-21 to balance its budget and then build them back up over future years. In the longer term, there will be a need to rebase our Medium Term Financial Plan in recognition of the impact of the pandemic and the council's strategic objectives.

Government Funding and Reforms

The financial year 2020/21 is the tenth year of austerity and government-imposed funding cuts. The city council has already made efficiency savings, including the generation of new income streams, of some £37.4m over these ten years and further gross savings/increased income of £2.1m proposed in 2020/21.

The financial settlement covered only 2020/21, with the government implementing a 'roll forward' finance settlement. A further one year delay has been recently announced to the longer-term local government financial reforms including the Fair Funding review, reset of business rates baselines, and changes to the business rates retention system. These all have critical implications for the distribution of funding across local government. At the same time, the council awaits the results of the 2020 Spending Review as this will affect the total level of funding available to local government as a whole from April 2021.

In light of the ongoing uncertainty, local authorities still have no reliable basis on which to appropriately plan their budgets as it is unclear how much funding there will be from April 2021, how it will be distributed, and the means of delivery.

6. Medium Term Financial Plans and Risks

The latest general fund Medium Term Financial Strategy (MTFS), Housing Revenue Account (HRA) Business Plan, and capital, investment & treasury management strategies were approved by Council in February 2020 and can be found at this link: The council's 2020/21 budget and medium term financial strategy.

The medium term financial plans outlined in the budget papers were developed prior to the Covid-19 pandemic. It is unclear at this stage what the final impact of this will be on the financial position of the council and how future savings requirements may be impacted. These will continue to be refined and updated as more information becomes available.

Before the pandemic there was already a significant medium to longer term pressure on the general fund which remains and may be exacerbated by any longer term economic impacts of the pandemic.

General Fund

The council's General Fund (GF) revenue budget comprises the annual day-to-day costs and income of providing all of the council's services except social housing which is in a separate budget called the Housing Revenue Account (HRA).

The Medium Term Financial Strategy (MTFS) for the General Fund shows that forecast income is insufficient to fund forecast expenditure over the next five years. This is a result of cost pressures, such as inflation and Pension Fund deficit contributions, growth in demand for services, and reducing grants from central government (in particular Revenue Support Grant (RSG) and New Homes Bonus).

The forecasts in the MTFS, given the caveat that local government still does not know how intended changes to local government funding will impact on individual councils, show that a further £10m of gross savings will need to be found over the four year period from 2021/22. This quantum of savings represents 17% of the 2020/21 proposed gross expenditure budget (excluding the housing benefits budget, which is fully funded via central government housing subsidy).

General Fund MTFS 2020/21 to 2023/24

	2021/22	2022/23	2023/24	2024/25
Budget Requirement	20,789	23,129	25,414	27,474
Budget Resources	(16,149)	(16,580)	(17,024)	(17,479)
Budget Gap	**4,640**	**6,549**	**8,390**	**9,995**
Funding the budget gap:				
Cumulative gross savings needed	(2,490)	(4,980)	(7,470)	(9,960)
Planned use of reserves	(2,150)	(1,569)	(920)	(35)

The council will plan to implement these savings in a controlled manner and by taking a strategic and medium-term rather than a short-term approach. It can do this because it has built-up significant general fund reserves in recent years, both purposefully and through in-year underspending of the approved budget. These will be used to partially fund the budget in a planned way over the next four financial years whilst key Fit for the Future savings programmes are delivered.

There are a number of key themes of work that are being advanced to meet the savings challenge, which are thought at this initial stage, to be able to cover 30% to 40% of the medium term “budget gap”. These include:

- Increasing our income from commercial property and other sources
- Increasing the efficiency of our IT and services
- Supporting people to self-serve where they can
- Bringing some of our external contracts back into the council

The council’s intention however is to protect all services currently provided for as long as possible whilst meeting the statutory need to set a balanced budget each year, maintaining financial stability over the medium term, and managing significant financial risks.

However, difficult decisions will be required and it is almost inevitable that this council will need to review the nature and level of the services provided from 2021/22. The outcomes of the central government funding review will be critical in understanding the longer-term funding levels for the Council. A significant reduction in funding could require the council to move towards the provision of core statutory services only.

Housing Revenue Account (HRA)

The Housing Revenue Account (HRA) is a ring-fenced account, containing the costs arising from the provision and management of the council’s housing stock, offset by tenant rents, service charges and other HRA income.

The HRA does not face the same financial pressures as the council’s general fund, although the account has lost significant income over the past 4 years from the government’s enforced rent reduction. Additionally, there are significant risks to rental income streams arising from the COVID-19 pandemic along with the roll out of Universal Credit and the continuing Right-to-Buy legislation.

The HRA is forecast to make a surplus of income over expenditure of £6.7m in 2020/21 and it is proposed to use £2.1m of this surplus to fund capital investment in the housing stock. The remainder being transferred to reserves to finance new and replacement stock over the medium term.

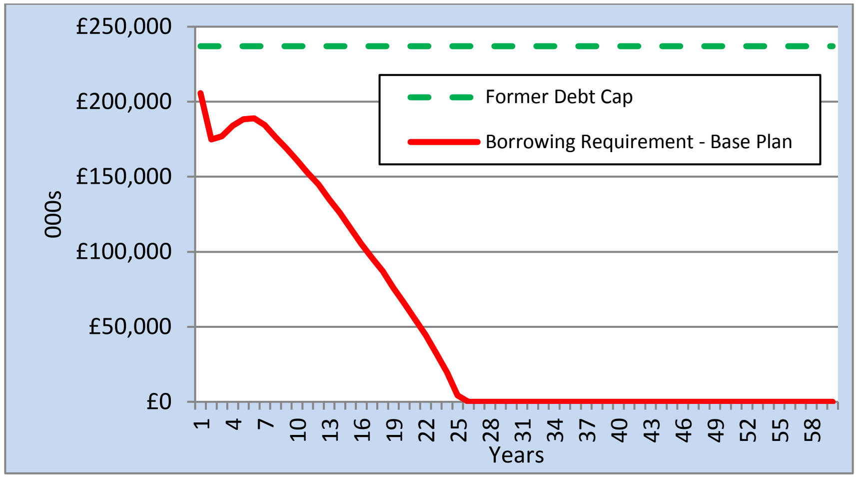
Following a four year period of enforced rent reduction, the Council was able to increase rent annually by up to CPI (Consumer Price Index) plus 1% from April 2020. This has increased the average weekly HRA rent to £78.91.

Longer term financial strategy for the HRA is based upon a 60 year business plan, which models the revenue costs of intended capital investment alongside other forecasts of revenue expenditure and income to determine the resultant surplus or deficit over the life of the plan.

The longer-term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose and that intended investments in the stock are affordable and sustainable for the whole of the plan.

The council has developed a Housing Strategy which will help guide future investment decisions. The lifting of the HRA debt gap combined with the council's long term business planning approach and recent experience of house building mean that the council, through its HRA account, will seek to build more affordable homes in the city in the future. It has significant reserves that could be used for this purpose and the HRA Business Plan demonstrates significant "headroom" for the HRA to borrow whilst still ensuring the borrowing is prudent and affordable.

Ability to repay HRA borrowing



Capital Strategy

The council owns and maintains an extensive range of assets including commercial property, HRA dwellings, a market, heritage assets, walkways and paths and lighting columns. Major investment in these and in new assets is funded from the capital programme which in turn is resourced from the disposal of surplus assets, revenue budget contributions, grants, and external borrowing.

The council's proposed capital programme for 2020/21 is £65.5m. In addition further capital ambition projects may seek approval from council later in the year, subject to viable Business Cases.

Unlike the HRA, the general fund has insufficient capital resources to meet investment needs for the future. The existing maintenance backlog on the council's existing general fund assets is estimated at some £21m. Borrowing money to tackle this backlog is not an option for most of the properties requiring the expenditure, as the borrowing incurs financing costs that put extra costs onto the revenue budget whilst many of the improvements required will not generate any new income streams, or sufficient budget savings, to cover these costs. Capital grants are not often readily available for the work needing to be undertaken and capital receipts (income from asset assets), which have traditionally been used in the past to fund this type of expenditure, are reducing.

The council is planning a comprehensive review of all of its non-HRA land and property assets to prioritise those that need investment, are not financially performing, or are surplus to service needs.

The council's overall financial position

The council has a strong balance sheet and owns some £1 billion of long term assets (mostly land and property). In addition, it has significant general reserves both for the general fund (£9.47m) and HRA (£33.97m) as at 31 March 2020.

CIPFA has produced financial stress indicators for the council which show that it is not currently “at risk” (further detail provided in Section 8 of the budget report).

The council's general fund services are under the most financial pressure, both for revenue and capital expenditure. The huge uncertainties surrounding the economic environment post the Covid-19 pandemic plus the changes in the local government finance regime from 2021/22 hinder robust forward financial planning for the general fund.

Like many others, this council undertakes commercial activities which both contribute to its corporate priorities as well as generate income streams to help fund front line services. These activities are classified as non-financial investments.

The council holds £105.68m of investment properties which generate a revenue stream for the council. 14% of the General Fund's gross expenditure budget for 2020/21 will be funded from commercial income (investment property income and interest from lending to the council's wholly owned housing development company). A proportion of the income is set aside into earmarked reserves to mitigate against the risks associated with these commercial activities.

In March 2020 the government commenced a consultation on the Public Works Loan Board (PWLB) future funding terms. The consultation aims to work with local authorities and sector representatives to develop a targeted intervention to stop debt-for-yield activity while protecting the crucial work that local government does on service delivery, housing, and regeneration. The proposals, if implemented, would mean that the Public Works Loan Board would not be a source of lending to local authorities investing in commercial properties to generate income.

The council's 2020-21 capital budget contains £25m for asset investments (for either new properties or investment in the existing portfolio) with the aim of generating additional rental income. The council will await the outcome of the consultation before deciding whether to take forward any further investment.

The funding of non-financial investments along with the proposed capital programme and capital ambition projects will significantly increase the council's capital funding requirement (its indebtedness or underlying need to borrow). If projects and programmes proceed to plan, then the capital financing requirement will increase by £133m from 2018/19 to 2022/23, a 47% increase. The total indebtedness compared to the value of the council's assets (gearing ratio) increases from 27% in 2018/19 to 36% in 2022/23.

The council currently has £72m of cash holdings and will therefore need to borrow externally at some point to fund the capital financing requirement. The strategy for switching from internal to external borrowing is set out in in the Capital Strategy approved by Council in February 2020.

The council's policy for using borrowing as a means of funding capital expenditure is also described in the Capital Strategy. Essentially the council will only borrow money (increase its capital financing requirement) in cases where there is a clear financial benefit, such as a new income stream or budget saving, that, at the very least, will fund the costs arising from the borrowing (interest and MRP (Minimum Revenue Provision) costs).

The overall proposed direction of travel means more focus is being given to enhanced options appraisal, Business Case preparation, financial modelling, and commercial awareness so that robust decisions can be made.

Financial Risks

Financially the Council faces a large number of challenges in the coming years. The 2020/21 Budget Report identified the key financial risks facing the Council which include:

- **Medium term financial uncertainty:** Given the lack of clarity on future local government funding post March 2021 it is currently not possible to undertake meaningful and robust medium term financial planning for the financial year 2021/22 and onwards.

- **Scale of general fund budget savings required over the medium term**: The proposals show a need, based on current financial planning assumptions, for the council to achieve gross savings totalling £10m over the 4 year period 2021/22 to 2024/25. Current savings and income generation plans, including the fit for the future programme, are thought at this initial stage, to be able to cover 30% to 40% of the medium term "budget gap".

- **Economic environment**: At the moment there is huge uncertainty surrounding the scale of the direct financial impact of the Covid-19 pandemic on the council's finances. The pace and manner of the economic recovery as well as the UK's future relationship with the EU give rise to significant financial uncertainty in the next few years.

- The economic downtown is having adverse impacts on the council's income budgets ranging from council tax payments, Business Rates, car parking fees, and rental income from commercial property investments. The full extent of the impact on the council's budgets will become apparent as the 2020-21 financial year progresses.

- In addition, any long term decrease in private house sales and prices will be financially challenging for the council's wholly owned subsidiary, Norwich Regeneration Limited. From the Council's perspective, there is a risk that the company is unable to repay its loan financing in full.

- **An increase in interest rates:** The council's underlying need to borrow will increase over the medium term financial period and the council will need to enter into new external borrowing to fund its capital ambition plan and non-financial investments. An interest rate rise could both (a) make an investment financially unviable and (b) could increase the cost of servicing the debt to the revenue budget.

- **Business Rates income**: This is a highly volatile source of revenue and various factors, including business closures, successful appeals against rateable values, changes in property usage from office/industrial to residential, and changes to the health of the local and national economy can cause reductions in business rate revenue. Norwich City Council currently collects some £76m of business rates income and is budgeted to retain some £6.7m in 2020/21. Central government have used Business Rates as a key mechanism to help business in light of the Covid-19 pandemic. As a result of additional reliefs announced, the rates income collected by the council will reduce but it will be compensated through a government grant.

- **Increasing reliance on commercial income and fees and charges:** The council's General Fund revenue budget contains some £7.5m of rental income from investment properties as well as £0.5m generated by lending to Norwich Regeneration Limited. This income currently funds 14% of the General Fund gross revenue budget. In addition, the council receives significant income from car parking and there is a risk associated with such a reliance on a single source of income.

7. Performance against our priorities

To help us improve and demonstrate progress, we use a performance management framework. This helps us to:

- Focus on the council priorities set up in the corporate plan
- Set targets aimed at improving services and measure progress
- Be accountable to our residents

The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation. The performance framework aims to measure progress against these through over 100 outcome and output measures or key performance indicators (KPIs).

The below table summarises the number of KPIs under each corporate priority which are RAG rated red, amber or green and the number where data is not available or is not due to be reported this quarter. Green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary.

Corporate priority	Number of KPIs RAG rated			Data not available to date	Data not due for reporting in Q4
	Red	Amber	Green		
People living well	1	1	6	9	0
Great neighbourhoods, housing and environment	3	2	6	3	2
Inclusive economy	0	0	2	12	0
Healthy organisation	0	1	4	9	0

Areas to highlight from the performance reporting include:

- Volunteer hours in parks and open spaces has significantly exceeded its target for quarter four, totalling over 16,000 hours for the year. This reflects work to form and support new groups and to develop the skills and confidence of existing groups so that they are enabled to deliver tasks independently.

- The proportion of food premises moving from compliant to non-compliant remains above target at 88% for quarter four. The food safety team has continued to support businesses with advice and training and taking enforcement measures where it has been necessary.

- The proportion of planning appeals won has remained high and significantly above target at 87%; this is also above the national average for planning authorities which varies year on year between 66-70%.

- The digital inclusion project continued with high levels of customers reporting increased skills and confidence for the period January to March 2020.

- Norwich City Council has made an additional 2.5% reduction in its carbon emissions for 19-20 (slightly under the target range of 3-6%) but taking the total reduction to 59.6% saving against its target of 40% by 2019.

- A combination of more complex case work, including HMO enforcement work and a major appeal case, combined with the impact of Covid-19 has meant that the number of private rented sector homes made safe is under target in quarter 4. This area of work and the KPI for it will be reviewed for 2020-21.

- The proportion of council homes rated at energy efficiency rating C or higher stands at 79.84% for 19-20, with the insulation upgrade programme continuing.

- It has not been possible to gather quarter four data for several KPIs as a result of disruption due to Covid-19. Where possible, quarter four data will be included in upcoming Cabinet reporting for 2020-21.

For full details and further information on the Council's performance, please see the report to Cabinet on 8 July which can be accessed here.

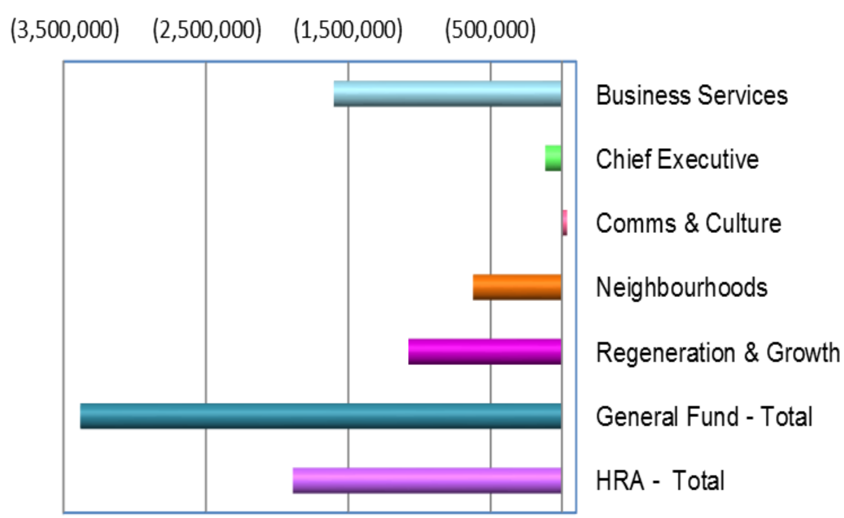
8. 2019/20 Financial Performance

Revenue Expenditure

2019/20 actual against budget for each service area

Cost of Services	Budget £000	Actual £000	Variance £000
Business Services	(12,718)	(14,319)	(1,601)
Chief Executive	368	252	(117)
Communications & Culture	1,731	1,768	37
Neighbourhoods	12,935	12,311	(624)
Regeneration & Growth	(2,316)	(3,393)	(1,077)
Housing Revenue Account	0	(1,889)	(1,889)
Net revenue expenditure	**0**	**(5,271)**	**(5,271)**

2019/20 underspends (£000) for each service area



2019/20 General Fund outturn

General Fund	Budget £000	Actual £000	Variance £000
Expenditure	152,594	152,338	(256)
Income	(57,955)	(58,798)	(843)
Grants and subsidies	(94,639)	(96,922)	(2,283)
Total in year variance	**0**	**(3,382)**	**(3,382)**
Budgeted reserves used in year			1,458
Transfer to NRL from general reserve			730
Transfer to commercial property reserve			989
Transfer to NRL reserve			1,578
Transfer 19-20 repairs underspend to repairs reserve			257
Transfer 19-20 underspend to invest to save reserve			557
Total movement in GF reserve (as shown in the EFA & the movement in reserves statement)			**2,188**

The final outturn for the General Fund is a surplus of £3.4m which represents 2.2% of the gross expenditure budget reflecting sound financial management and good budgetary control.

Detailed information on how service areas performed against budget in 2019/20 is provided in the outturn report to Cabinet on 8 July 2020.

Significant key variances are as follows:

- £1.06m underspend on budgeted external borrowing costs relating to commercial property acquisitions and lending to the Council's wholly owned subsidiary Norwich Regeneration Ltd. This expenditure has been funded in the short term from internal cash resources, with the expectation that external borrowing will be required in the short to medium term.

- £1.04m underspend on revenue contribution to capital as a higher proportion of capital spend has been funded from capital receipts
- £0.40m unrequired corporate contingency budget
- £0.39m underspend on employee costs as a result of staff turnover
- £0.36m unbudgeted dividend from Legislator 1656 Ltd in relation to the sales of shares in Norwich Airport Ltd
- £0.26m underspend due to implementation of a revised and more accurate method of calculating recharges between the GF & HRA
- £0.26m underspend on building repair costs; this will be earmarked to address asset maintenance requirements in 2020/21.
- £0.12m underspend on minimum revenue provision due to later acquisition of investment properties than originally anticipated

The overall underspend was partially offset by:

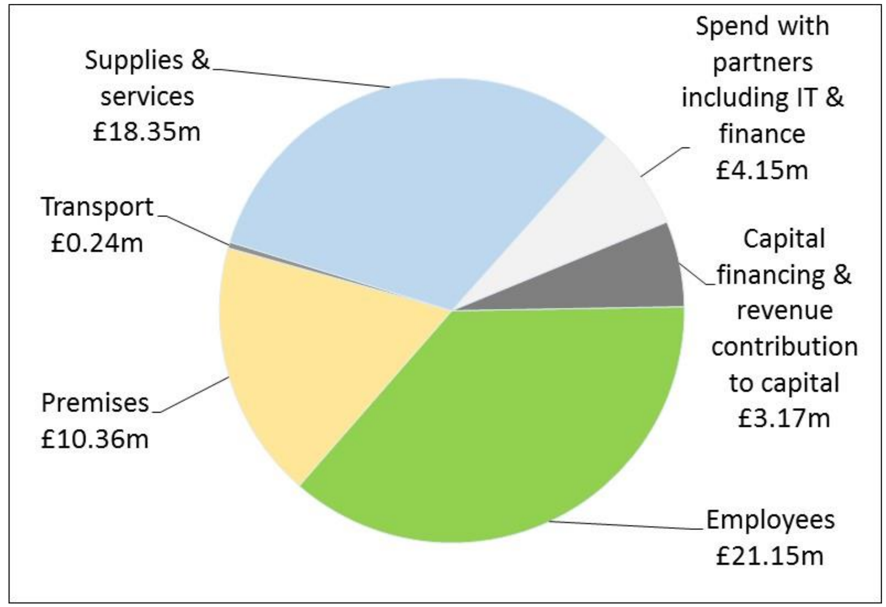
- £0.53m overspend on housing benefit due to slightly lower than anticipated recovery rates

The Council continues to conduct regular analysis of budget outturns and where there are consistent underspends assessment is made of whether budgets can be reduced.

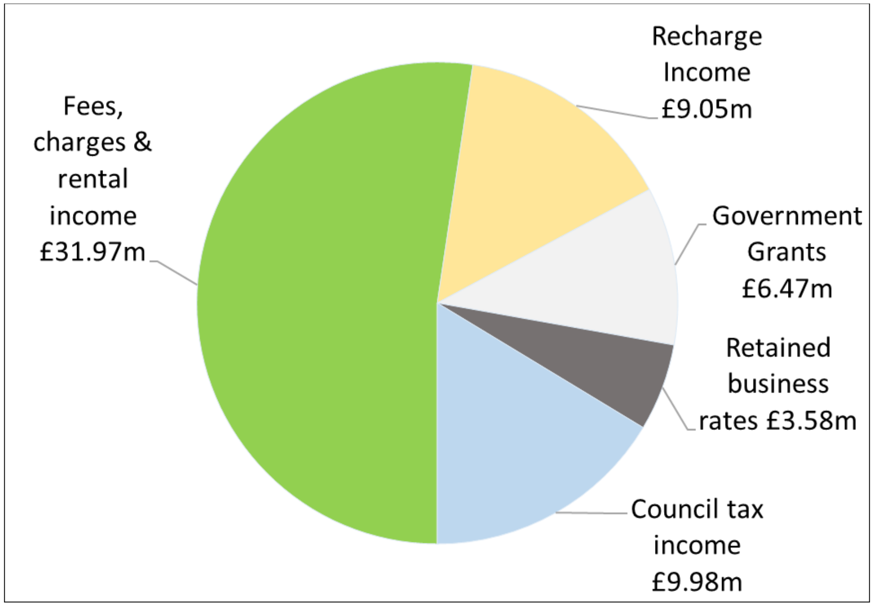
The underspends relating to minimum revenue provision and a proportion of the external borrowing costs have been transferred into the Council's Commercial Property earmarked reserve. This was established to reduce the risks associated with holding commercial property by providing funding for any future void and rent free periods as well as repairs and upgrades to the investment property portfolio. Building up this reserve is a key element of the risk management strategy associated with increased commercial activity.

The following pie charts show how the money was spent (excluding housing benefit payments) and where the money came from in 2019/20.

General Fund – how the money was spent in 2019/20 (£57.67m)



General Fund - where the money came from in 2019/20 (£61.05m)



2019/20 Housing Revenue Account outturn

HRA	Budget £000	Actual £000	Variance £000
Expenditure	68,202	66,277	(1,926)
Income	(68,202)	(68,166)	36
Total in year variance	**0**	**(1,889)**	**(1,889)**
Budgeted contribution to reserves			(2,175)
Transfer to HRA invest to save reserve			1,000
Total movement in HRA reserve (as shown in the EFA & the movement in reserves statement)			**(3,064)**

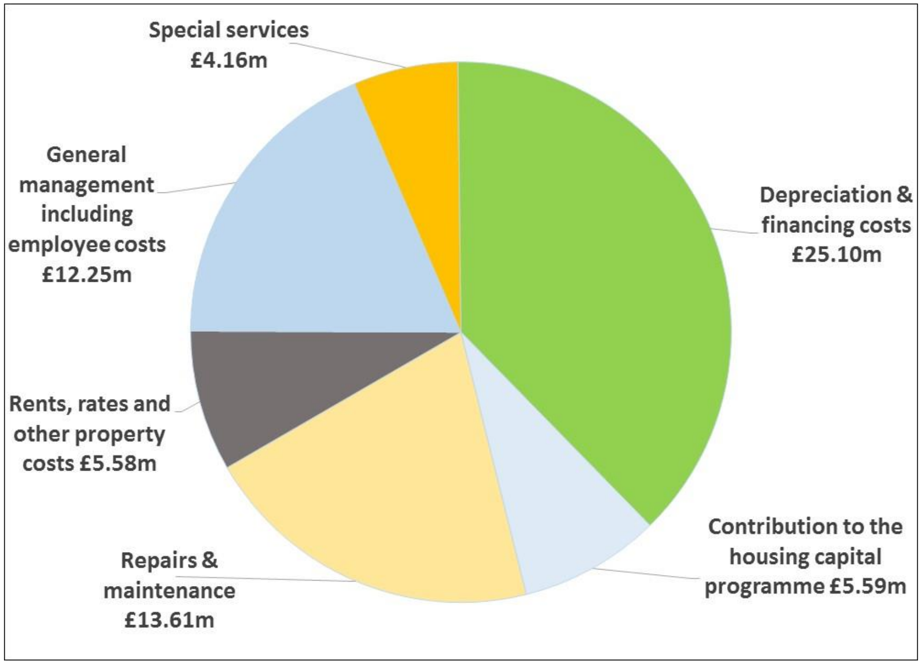
The final outturn position for the HRA is a surplus of £1.89m which represents 2.8% of the total expenditure budget.

The underspend is largely a result of the reduced need for responsive repairs on HRA dwellings and reduced revenue contribution to capital, totalling £0.8m. The other significant area of underspending was in HRA general management including staffing costs and the HRA contingency budget along with reduced recharge expenditure from the GF.

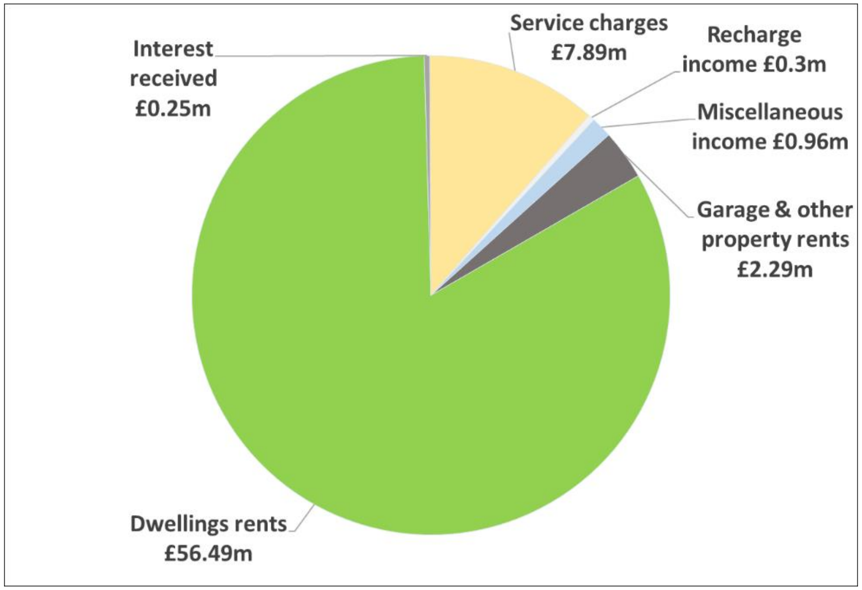
Reserves position

This is shown in the 2019/20 Statement of Accounts section of this narrative report in section 9.

HRA – how the money was spent in 2019/20 (£66.30m)



HRA- where the money came from in 2019/20 (£68.19m)



Capital Expenditure

2019/20 capital outturn

Fund	Budget £000	Actual £000	Variance £000
General Fund capital	59,253	48,760	(10,492)
HRA capital	54,953	28,744	(26,209)
Total	**114,206**	**77,505**	**(36,702)**

2019/20 funding of the capital programme

Source of Funding	£000
Borrowing	42,316
Revenue Contribution (RCCO)	5,797
Major Repairs Reserve (MRR)	16,750
Retained One for One RTB (Right To Buy) Capital Receipts	4,924
Other Capital Receipts	1,972
City Cycle Ambition Grant	1,780
Grants & Contributions funding	2,695
CIL (Community Infrastructure Levy) Strategic Pool	789
Section 106	37
Leaseholder Contributions	445
Funding of 2019/20 Capital Programme	77,505

For 2019/20, a sum of £25m was approved in the General Fund capital budget for commercial property acquisition, along with an additional £20.6m that was carried forward from the previous year. This has enabled the council to continue its programme of upgrading and growing its investment property portfolio by selling smaller, less valuable assets and/or assets that take a lot of management time, and replacing them with better quality and higher yielding investment property.

During the year, a total of £42.1m was spent on acquiring five new investment properties and substantially upgrading four others. This investment has continued to increase the commercial rental income which has more than achieved the net commercial rental income target set in the MTFS of £500k in 2019/20.

During the 2019/20 financial year, the housing capital programme delivered upgrades to over 4,870 council homes, including heating upgrade works to over 750 properties, over 370 new kitchens, 680 new bathrooms and 590 replacement doors. Additionally, over 1,000 properties have benefitted from structural or roofing upgrades whilst 150 properties received renewable energy installations or additional insulation.

The development of council homes has continued, with the completion of the final 50 new Passivhaus homes at the award winning Goldsmith development. In addition, 35 new homes have been completed at Rayne Park by Norwich Regeneration Ltd and purchased by the HRA and 6 new homes created from former council offices at Bullard Road.

Grants of Right to Buy receipts to Registered Providers totalling £2.18m have also enabled the development of further new affordable homes in the city.

Detailed information on 2019/20 performance against the capital budget is provided in the outturn report to Cabinet on 8 July 2020.

New HRA homes at Bullard Road development

9. 2018/19 Statement of Accounts

The Statement of Accounts sets out the financial performance of the Council for the year ended 31 March 2020 and its financial position at that date.

It comprises core and supplementary statements together with disclosure notes.

The format and content of the financial statements are prescribed by the Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

The Code requires that the accounts give a true and fair view of the financial position of the Council and are prepared on the basis that the Council is a going concern. In line with the Code, suitable accounting policies have been applied, and where necessary, prudent judgements and estimates have been made.

The Statement also includes the financial performance and position of the Council's wholly owned company, Norwich Regeneration Limited.

The purpose and key figures to note for each of the key statements are described in the following sections of this narrative report.

Expenditure and Funding Analysis

The Expenditure and Funding Analysis essentially reconciles the figures given in the budget outturn position to those included in the Comprehensive Income and Expenditure Statement (CIES) which follows the Analysis.

The CIES shows the accounting cost for the year of providing the Council's services. This is not the same as the budget outturn information. The accounting cost is determined in accordance with generally accepted accounting principles (contained within the Code) whilst the budget, and the year-end outturn against the budget, has to comply with local government legislation.

The Code requires that councils make a number of adjustments to the budget outturn results to determine the accounting costs and income shown in the Statement of Accounts. For example, large adjustments are made for the accounting treatment of fixed assets (depreciation) and pension costs. These costs, whilst shown in the CIES because they are required under accounting standards, are not included in the Council's annual budget nor funded from Council Tax.

The inclusion of such costs in the CIES is to enable comparison of a council's Statement of Accounts with other organisations, both public and private sector.

The Expenditure Funding Analysis allows a link to be made between year-end outturn against the budget to the financial position as set out in the financial statements.

Key figures to note:

Net (Surplus) / Deficit on General Fund and HRA balance in year	*This part of analysis shows how annual expenditure is used and funded from resources (government grants, fees & charges, council tax and business rates).* For the General Fund the year-end outturn position is a surplus of (£1.72m), alongside total transfers to reserves of £3.91m in line with the proposed approach to managing reserves set out in the Medium term financial Strategy. For the HRA the year-end outturn is a surplus of (£4.34m), alongside total transfers to reserves of £1.27m. This results in an overall increase in HRA general reserves of £3.07m.
Adjustments between the funding & accounting basis	*This part of the analysis shows the adjustments that have been made in order to comply with generally accepted accounting practices.* These total £11.9m and comprise: • Depreciation & Impairment • Revaluation gains/losses • Capital grants and contributions credited to the CIES • Reversal of the HRA depreciation charge • Pension reserve adjustments • Collection fund adjustment account adjustments.
Net expenditure in the CIES	*This shows the accounting cost of providing each service (shown also in the CIES) after adding together the year-end outturn position against the budget with the adjustments required under accounting standards.* It is a deficit of £5.83m.

Comprehensive Income and Expenditure Statement (CIES)

The CIES records all of the Council's income and expenditure for the year and has two parts:

- The first part reflects the accounting cost of providing the Council's services with the results summarised at the Surplus or Deficit on the Cost of Services line. In the private sector this would be equivalent to the profit or loss of a company.
- The second part, showing other comprehensive income and expenditure, shows the gains or losses in the measurement of the council's assets and liabilities. These gains and loses arise as a result of changes in market valuations, interest rates or changes in measurement assumptions in relation to pension liabilities.

Key figures to note:

Cost of Services	*This shows expenditure on continuing operations analysed by service area (based on the way the Council operates and manages its services). These lines are reconciled to the budget outturn position in the Expenditure & Funding Analysis.* The 2019/20 cost of services is a deficit of £18.07m compared to a deficit of (£10.38m) in 2018/19.
	The main reason for the movement is an in-year revaluation loss on the Council's HRA dwellings compared to the prior year where there was a revaluation gain.
Other operating income & expenditure	*This includes the surplus or deficit from the sale of property, plant or equipment.* Total other operating income and expenditure is a (£5.57m) surplus largely arising from gains on the disposal of HRA dwellings (against the carrying value of the properties) and a profit on the long lease of the airspace above council owned land.
Financing and investment income and expenditure	*Includes interest receivable and payable, net rental income on the properties held purely for investment purposes; and the interest element of the pension fund liability.* The net costs have increased from 2018/19 due an impairment of £4m on the council's loan to its wholly owned subsidiary. This is based on an assessment of how much of the current loan balance may not be recoverable from the company.
Other income & expenditure	*This includes surplus/deficit on revaluations of non-current assets and actuarial gains/losses on the local government pension scheme. These are both calculated annually by our property valuers and actuaries. These items are*

	non-cash transactions and do3 not impact on the general fund reserve balances, being reversed out through the Movement in Reserves Statement.

Movement in Reserves Statement (MIRS)

The MIRS shows the movement from the start of the year to the end on the different reserves held by the council. It shows how the movements are broken down between gains and losses incurred in accordance with the Code and the statutory adjustments required to return to the amounts chargeable to the budget as required under local government legislation.

Reserves are important to local authorities as, unlike central government, they cannot borrow money over the medium-term, other than for investment in assets, and they are required to balance their budgets on an annual basis. They are therefore a vital part of prudential financial management and help reduce the financial risks mentioned earlier in this narrative report.

Reserves are analysed into two categories: usable and unusable.

Usable reserves

- Result from the Council's activities
- Members are involved in deciding on the levels maintained and their use
- Can be spent in the future
- Include: general fund, HRA, earmarked reserves, capital receipts reserve, major repairs reserve, and capital grants unapplied

Unusable reserves

- Derive from accounting adjustments
- Cannot be spent
- Include: revaluation reserve and capital adjustment account

Key figures to note:

Opening Balances	*These are the same as the previous year's closing balances.*
Total comprehensive income	This is £5.83m and agrees with the Comprehensive Income and Expenditure Account.
Adjustments between accounting basis & funding basis under regs.	*These are made as the result of regulation and are adjustments that are required by accounting standards or statute.* *For example, accounting standards require depreciation to be charged to the general fund to represent the cost of assets used in the delivery of services. Statute however requires that these are removed from the general fund in order to calculate the*

	amount of useable general fund reserves. Overall net adjustments of (£16.46m) have been made to the useable reserves.
Transfers to/from earmarked reserves and between reserves (voluntary transfers)	*These are made as a result of the authority's decisions.* *Voluntary transfers include the earmarking of reserves, which is the setting aside of cash to fund specific longer-term objectives & spend.* The main transfers in year have been into the general fund and HRA invest-to-save reserves, NRL reserve, general fund repairs reserve, commercial property reserve and the insurance reserve.
Closing Balances	These agree with the figures shown in the Balance Sheet with total usable reserves of £123.37m and unusable reserves of £580.79m.

A description of each of the Council's useable reserves and the amount held in the reserve as at the end of 2019/20 is shown below.

Reserve	Purpose	Amount as at 31/3/20 (£000)
GENERAL FUND RESERVES		
General reserve	This is a usable reserve which has not been earmarked for a specific future use. However, the agreed MTFS strategy is to use this reserve over the next 4 years to part fund the annual budget.	**9,464**
Invest to save reserve	The reserve has been set up to support the delivery of savings and efficiencies. The reserve is expected to be utilised to support the implementation of a new ways of working and IT investment over the next 2-3 years.	**3,010**
Revenue grants unapplied reserve	This holds the grants and contributions received which have yet to be applied to meet expenditure. The use of the balance is restricted and can only be used to fund the specific expenditure/service area awarded the grant income.	**1,840**
S31 Earmarked reserve	This holds the unutilised balance of the S31 grant monies received from central government to fund Business Rates relief. These monies will be transferred to the General Fund Reserves as and when required to offset any future Business Rates deficit.	**2,045**

Insurance reserve	This is to cover the excesses carried in respect of claims under various insurance policies and is subject to annual review.	**1,085**
Commercial property reserve	Has been established to reduce the risks associated with holding commercial property by providing funding for any future void and rent free periods as well as repairs and upgrades to the investment property portfolio.	**2,047**
Elections reserve	This is to provide funding for future elections, the cost and funding of which varies each year depending on the type of elections being held.	**113**
Mousehold Conservators Reserve	Set aside for use on Mousehold Heath.	**19**
NRL reserve	This reserve has been established to smooth any fluctuations in net income received by the Council from lending to NRL. It will provide a buffer in case the income is lower than anticipated due to the company not borrowing as much or as early from the council as planned (e.g. due to delays in construction). It has been increased in year to also provide a buffer in case the company is unable to repay the loan balance in full.	**4,000**
General Fund Repairs Reserve	This is to provide future funding for required maintenance on general fund properties, the costs of which can vary each year according to the differing repairs requirements.	**444**
HOUSING REVENUE ACCOUNT (HRA) RESERVES		
General reserve	This is also a usable reserve which has not been earmarked for a specific future use. The use of this is incorporated into the HRA business plan.	**33,968**
Invest to save reserve	This will fund the HRA's share of implementing the Fit for the Future programme (see above).	**2,500**
CAPITAL RESERVES		
Major Repairs Reserve (MRR)	The MRR is a statutory reserve which can only be used to fund new capital investment in HRA assets or the financing of historical capital expenditure by the HRA.	**8,307**
Capital Receipts Reserve	The Capital Receipts Reserve holds the proceeds from the disposal of land or other assets, which can only be used to fund capital expenditure. Some of this reserve will already be committed for schemes that are progressing or have been approved in the future capital programme.	**51,069**

	The breakdown of the reserve is as follows: • £6.9m General Fund – earmarked to fund the 5 year capital programme • £23.2m HRA - included within HRA Business Plan funding (in line with forthcoming housing strategy) for specific schemes • £21m HRA Retained One for One receipts - earmarked for new build social housing but can only fund 30% of total cost of scheme.	
Capital grants unapplied	This holds the grants and contributions received towards capital projects which have yet to be applied to fund expenditure. The use of the balance is restricted and can only be used to fund the specific capital projects awarded the grant income.	**3,462**
TOTAL USEABLE RESERVES		**123,373**

Balance Sheet

The Balance Sheet provides a "snapshot" of the Council's position at a specific point in time showing what it owns and owes as at 31 March 2020. It is very similar to other public sector or private sector balance sheets.

The Balance Sheet is always divided into two halves that should, as the name suggests, balance:

- Net Assets (the top half), and
- Reserves (the bottom half).

The Council continues to maintain a strong balance sheet with net assets of £704.16m. With a current ratio (current assets/current liabilities) of 1.7:1, the Council is able to pay all its short term liabilities with current assets and is holding cash and cash equivalents of £35.99m.

Key figures to note:

Non-current assets including: • **Property, plant & equipment** • **Heritage assets** • **Intangible assets** • **Investment property** • **Long term debtors**	*Non-current assets have a life of more than one year. For most authorities, including Norwich City Council, the biggest balance by far is property, plant and equipment. These are tangible (i.e. physical) assets that are used to deliver the authority's objectives and services.* *With some exceptions they need an existing use value. Any changes in valuations are matched by changes in reserves (generally the unusable revaluation reserve).* Plant, property and equipment has been valued at £930m as at 31 March 2020 – a decrease of £1m the prior year. This is mainly driven by asset additions of £28m, disposals of £9m and downward revaluations of £17m. The Council dwelling valuations are undertaken annually by qualified valuers. As at 31 March 2020 there were 14,657 HRA council dwellings, which is a reduction of 72 units from 2018/19. This is includes the loss 162 dwellings mainly

	through Right to Buy sales and the addition of 90 mainly new build dwellings. Although much smaller in value than property, plant and equipment, the Council has continued to grow its investment property portfolio during 2019/20. There were additions during the year of £43.1m. This is largely due to the acquisition of five new commercial properties (£41.2m) and investment in upgrading four existing properties (£0.9m). Long term debtors total £11.2m at 31 March. This includes the loan balance with the Council's wholly-owned subsidiary Norwich Regeneration Ltd of £9.4m along with a £4.0m provision for doubtful debt to reflect the fact that the company is unlikely to be able to repay the balance in full. Another significant debtor balance relate to Housing Benefit overpayments (£1.5m).
Current assets	*These are assets that are either held as cash or other assets that, in the normal course of business, will be turned into cash within a year of the balance sheet date.* Cash & cash equivalents total £36m at 31 March 2020. The balances have

	increased by £11.8m from the prior year. Short term investments however total £9m, which is a decrease of £17m from the prior year. The Council has continued to be able to fund a significant proportion of its commercial investment property purchases from existing cash and investments balances. The returns from these activities are higher than the interest income obtainable in the market for short term cash investments. Short term debtors includes housing rent debt, VAT recovery claim, collection fund debtors and trade receivables.
Current Liabilities	*Short term creditors include trade creditors, collection fund shares for central government and Norfolk County Council and year end expenditure accruals. These are amounts which are anticipated to be settled within 12 months.* The short term creditors balance has increased by £2.9m from 18/19 due in part to a higher adjustment for housing rents received in advance of the year end.
Long term liabilities & provisions	*Includes borrowings, any amounts owed for leases and an estimate for the cost of meeting the council's pensions*

	obligations earned by past and current members of the pension scheme. ***Borrowing*** - Overall borrowing (long term and short term) has increased from £201m to £221m due to a new loan being taken out to fund capital expenditure. The Council has not repaid any borrowing during the year. Long term borrowing is disclosed and analysed in Note 18. ***Provisions*** – represent future liabilities over how much the authority owes or when it will have to pay. The Council's provision relates to Business Rates valuation appeals. Following localisation in 2013, the Council has to set aside a provision for any future successful ratepayer appeals against rateable valuations. Norwich has a high degree of exposure to risk in this regard due to the number and size of rateable properties in the area. The Council currently has 108 rating appeals outstanding from the 2010 rating list. The provision allowance has been increased in 2019/20 to continue to provide coverage of the new 2017 ratings list. To date only a small number of rating challenges have been received and a provision has therefore been created based on historic appeals trends until further information is available.

	Pension Liabilities - *The* Council has net pension liabilities of £170m in the Balance Sheet. This reflects the value of pension liabilities which the Council is required to pay in the future as they fall due, offset by the value of assets invested in the pension fund. The Council's pension has to be revalued every three years to set future contribution rates. The latest triennial valuation took place at 31 March 2019. Statutory arrangements are in place for funding the deficit, which will be by increased employer contributions over the remaining working life of the employees. Details of the Council's pension liability calculated under IAS19 are shown at note 45 of the core financial statements.

Cash Flow Statement

This shows the reason for changes in the Council's cash balances during the year, and whether that change is due to operating activities, new investment, or financing activities (such as repayment of borrowing and other long term liabilities).

The statement also includes "cash equivalents" which are short term investments that are readily convertible into cash and which are subject to only insignificant risks of changes in value.

Cash flows are related to the income and expenditure seen in the CIES but are not the same as them. The difference arises from the accruals concept, whereby income and expenditure are recognised in the CIES when the transactions occurred, and not when the cash was paid or received.

Key figures to note:

The statement shows that the Council has increased its cash and cash equivalents by £11.79m over the year to give a closing balance of £35.99m.

The cash flow adjusts the CIES net surplus for the impact of non-cash transactions including asset revaluations and impairments of £14m, depreciation of £18m, and the movement in debtors and creditors. After adjustments there was a net cash inflow of £28.5m from operating activities.

Within the investing activities the main cash outflows related to the purchase of plant property and equipment (£28m) and the purchase of investment properties (£43m). This was offset by the receipt of £14m of capital proceeds.

The main movement in the financing activities was a cash inflow arising from additional borrowing from the Public Works Loan Board of £20m. This was taken to support capital expenditure incurred.

Housing Revenue Account (HRA)

This Statement shows the income and expenditure incurred by the Council as a provider of social housing under the Local Government & Housing Act 1989. It is a ring-fenced account, so it cannot subsidise or be subsided by other Council activities.

Key figures to note:

The statement shows that the HRA surplus for the year has decreased from £17m in 2018/19 to £8m in 2019/20. This has arisen due to a revaluation loss on local authority housing dwelling compared to a revaluation gain in the previous year.

Collection Fund

The Collection Fund shows the total income received by the Council from Business Rates and Council Tax and how the redistribution of some of that money to Norfolk County Council, Norfolk Police Authority, and central government.

Key figures to note:

In 2019/20 a total of £79.1m was raised in Business Rates and £70.9m in Council Tax (after council tax reduction scheme).

Overall the non-domestic rates element of the collection fund is in a £2.4m surplus position. This is due to resulting from higher than anticipated gross rateable values and a lower required contribution to the appeals provision. This surplus will be shared across the relevant bodies (Norwich City Council, Central Government and Norfolk County Council) in 2020/21 and 2021/22.

The council tax element of the collection fund is showing a £3.4m surplus. This will be distributed to the relevant bodies in future years.

Group Financial Statements

Group accounts need to be prepared if the council has a significant subsidiary such as a trading company. The Group Accounts report the full extent of the assets and liabilities of the Council and the companies and similar entities which the Council either controls or significantly influences.

The Council is presenting Group Accounts by consolidating the financial performance and position of Norwich Regeneration Limited (NRL) into the overall group.

NRL is a private limited company wholly owned by Norwich City Council. It was incorporated on 13 November 2015.

The company's vision and over-arching objective is to deliver sustainable and balanced communities primarily in Norwich. Its aims are to:

- Accelerate housing delivery in the City
- Catalyse regeneration opportunities
- Generate a return for the council's General Fund.

NRL's first project is a housing development at Rayne Park in Threescore. This commenced on site in May 2017 and to date 79 homes have been completed in Section 1 of the site. In April 2019, 31 units from the site were sold to the HRA for social letting.

Overall however, the first phase of the development has been built at a loss to the company, due partly to lower than expected property sales values and private sector rental returns. This has led to revisions to sections 2-4 of Rayne Park, this is currently under construction and expected to deliver a further 74 homes over the next 12 months.

Alongside this, NRL also managed a renovation scheme for the HRA at Bullard Road to deliver 6 social homes, this completed in July 2019.

The retained losses in Norwich Regeneration Limited are £3.43m at the end of 2019/20. The company however has long term assets - property that it is renting on the private sector market valued at £3.09m and work in progress assets of £5.77m.

Rayne Park Development

In order to finance the development, NRL borrows money at commercial interest rates from the Council. As at 31 March

2020 the company has a loan outstanding with the Council of £9.4m.

Further lending and equity will be required in 2020-21 to meet the company's on-going cash flow requirements to complete Sections 2-4 of Rayne Park. This requirement has been impacted by the Covid-19 pandemic and there are clear risks that sales of properties may not proceed at the pace or value originally forecast.

An increased to the maximum loan facility of up to £21m was approved by Full Council in June 2020 to enable the company to cover all remaining contractual costs and company overheads. Loan financing will only be drawn down as required by the company; and both NRL and the council will continue to work closely to monitor the cash position and reduce costs where appropriate.

The company's Business Plan for the next five years includes further housing development at the Threescore site, and other potential developments on Council-owned land. The Business Plan sets out what is required for the company to grow and return an annual profit over the next five years. This business plan will continue to be kept under review in light of the impact of Covid-19 on the housing market as well as the council approach to commissioning development.

The retained losses in Norwich Regeneration Limited are £3.43m at the end of 2019/20. The company however has long term assets - property that it is renting on the private sector market valued at £3.09m and work in progress assets of £5.77m.

A draft Statement of Accounts for Norwich Regeneration Limited has been prepared and will be subject to audit by Aston Shaw. The accounts will be presented to the company's Board of Directors in July 2020 for approval.

Additional disclosures

The notes to the financial statements include important information and provide the context and detail for the figures in the primary financial statements.

Accounting Policies	*These set out the accountancy rules the Council has followed in preparing the financial statements.* *They are largely specified by International Financial Reporting Standards and CIPFA's Code of Practice.* There have been no changes made to the accounting policies in the year.
Critical Judgements	*Show the key areas where officers and third party experts have made judgements about the application of accounting policies.* *The aim is to highlight key areas of the accounts where others may have made different judgements about the accounting treatment.* These are set out in note 3.
Property, plant & equipment	*The notes gives a lot of detail about assets acquired and disposed of during the year, whether they have been revalued, the impact of any changes in value, and the amount of depreciation charged.* These are set out in note 14.

Independent auditor's report to the members of Norwich City Council

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Statement of Responsibilities for the Statement of Accounts

The Council's Responsibilities

The Council is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In Norwich City Council that officer is the Chief Finance Officer;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- approve the Statement of Accounts;

The Chief Finance Officer's Responsibilities

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

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

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Code of Practice.

The Chief Finance 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.

Certificate of Chief Finance Officer

I certify that the Statement of Accounts presents a true and fair view of the financial position of Norwich City Council as at 31 March 2020 and its income and expenditure for the year then ended.

Signed: Date: 6th July 2020

Hannah Simpson
S151 Officer.
Chief Finance Officer

Certificate of Approval of the Statement of Accounts

Signed: Date:

Councillor Ben Price
Chair of Audit Committee
Signed on behalf of Norwich City Council

Expenditure Funding Analysis 2019/20

The Expenditure and Funding Analysis is a note to the Financial Statements, however, it is positioned here as it provides a link from the figures reported in the Narrative Report to Comprehensive Income and Expenditure Statements (CIES). The Note shows how the Council has used available funding in providing services, in comparison with those resources that the Council has consumed or earned in accordance with generally accepted accounting practices.

	Net Expenditure Chargeable to the GF & HRA balances	Adjustments between Funding and Accounting Basis	Net Expenditure in the CIES
	£'000	£'000	£'000
Business Services	10,775	1,590	12,365
Chief Executive	879	7	886
Communications & Culture	4,652	520	5,172
Regeneration & Growth	(1,648)	6,989	5,341
Neighbourhoods	9,602	939	10,541
Housing Revenue Account	(15,781)	(453)	(16,235)
Net Cost of Services	**8,479**	**9,591**	**18,070**
Other income & expenditure	511	(6,083)	(5,572)
Financing and Investment Income	3,152	12,474	15,626
Taxation and non-specific grant income	(18,196)	(4,098)	(22,296)
(Surplus) or deficit	**(6,055)**	**11,884**	**5,829**
Opening General Fund and HRA balance at 31 March 2019	(42,556)		
Net (Surplus) / Deficit on General Fund and HRA balance in year	(6,055)		
Transfer between reserves	5,179		
Closing General Fund and HRA balance at 31 March 2020	**(43,432)**		
Analysed between General fund and HRA balances	**General Fund**	**HRA**	**Total**
Opening General Fund and HRA balance at 31 March 2019	(11,653)	(30,903)	(42,556)
Net (Surplus) / Deficit on General Fund and HRA balance in year	(1,720)	(4,335)	(6,055)
Transfer between reserves	3,909	1,270	5,179
In year movement in reserves	**2,189**	**(3,065)**	**(876)**
Closing General Fund and HRA balance at 31 March 2020	**(9,464)**	**(33,968)**	**(43,432)**

	Adjustments for capital purposes	Net Changes for Pension adjustments	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000
Business Services	(1,435)	(160)	5	**(1,590)**
Chief Executive	-	(7)	-	**(7)**
Communications & Culture	(485)	(35)	-	**(520)**
Regeneration & Growth	(6,938)	(50)	-	**(6,989)**
Neighbourhoods	(892)	(47)	-	**(939)**
Housing Revenue Account	508	(54)	-	**453**
Net Cost of Services	**(9,242)**	**(353)**	**5**	**(9,591)**
Other income & expenditure	6,083	-	-	**6,083**
Financing and Investment Income	(7,562)	(4,912)	-	**(12,474)**
Taxation and non-specific grant income	4,127	-	(29)	**4,098**
(Surplus) or deficit	**(6,594)**	**(5,265)**	**(24)**	**(11,884)**

Expenditure Funding Analysis 2018/19

	Net Expenditure Chargeable to the GF & HRA balances	Adjustments between Funding and Accounting Basis	Net Expenditure in the CIES
	£'000	£'000	£'000
Business Services	9,709	6,241	15,950
Chief Executive	869	1	870
Communications & Culture	4,412	555	4,967
Regeneration & Growth	(1,900)	6,635	4,734
Neighbourhoods	9,687	930	10,617
Housing Revenue Account	(13,343)	(13,413)	(26,756)
Net Cost of Services	**9,434**	**949**	**10,382**
Other income & expenditure	935	(3,341)	(2,406)
Financing and Investment Income	4,091	7,331	11,422
Taxation and non-specific grant income	(17,101)	(4,416)	(21,516)
(Surplus) or deficit	**(2,642)**	**523**	**(2,119)**
Opening General Fund and HRA balance at 31 March 2017	(43,644)		
Net (Surplus) / Deficit on General Fund and HRA balance in year	(2,642)		
Transfer between reserves	3,730		
Closing General Fund and HRA balance at 31 March 2018	**(42,556)**		
Analysed between General fund and HRA balances	**General Fund**	**HRA**	**Total**
Opening General Fund and HRA balance at 31 March 2017	(13,156)	(30,488)	(43,644)
Net (Surplus) / Deficit on General Fund and HRA balance in year	(1,040)	(1,602)	(2,642)
Transfer between reserves	2,543	1,187	3,730
In year movement in reserves	**1,503**	**(415)**	**1,088**
Closing General Fund and HRA balance at 31 March 2018	**(11,653)**	**(30,903)**	**(42,556)**

	Adjustments for capital purposes	Net Changes for Pension adjustments	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000
Business Services	(1,214)	(5,119)	93	**(6,241)**
Chief Executive	-	(1)	-	**(1)**
Communications & Culture	(548)	(7)	-	**(555)**
Regeneration & Growth	(6,624)	(10)	-	**(6,635)**
Neighbourhoods	(922)	(8)	-	**(930)**
Housing Revenue Account	13,424	(10)	-	**13,413**
Net Cost of Services	**4,115**	**(5,156)**	**93**	**(949)**
Other income & expenditure	3,341	-	-	**3,341**
Financing and Investment Income	(2,336)	(4,995)	-	**(7,331)**
Taxation and non-specific grant income	2,646		1,770	**4,416**
(Surplus) or deficit	**7,766**	**(10,151)**	**1,863**	**(523)**

Restatement to reclassify adjustments involving the Collection Fund Adjustment Account from Business Services to Taxation and non-specific grant income.

Comprehensive Income and Expenditure Statement (CIES)

		2019/20			2018/19		
	Notes	**Gross Expenditure**	**Gross Income**	**Net Expenditure**	**Gross Expenditure**	**Gross Income**	**Net Expenditure**
		£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Business Services		63,727	(51,363)	12,364	74,471	(58,521)	15,950
Chief Executive		913	(27)	886	877	(7)	870
Communications & Culture		6,220	(1,048)	5,172	6,139	(1,172)	4,967
Regeneration & Growth		18,236	(12,895)	5,341	17,443	(12,709)	4,734
Neighbourhoods		18,004	(7,464)	10,540	17,301	(6,684)	10,617
Housing Revenue Account		51,148	(67,382)	(16,234)	40,762	(67,518)	(26,756)
Cost of Services		**158,248**	**(140,179)**	**18,069**	**156,993**	**(146,611)**	**10,382**
Other Operating Expenditure	**11**			(5,572)			(2,406)
Financing and Investment Income and Expenditure	**12**			15,626			11,422
Taxation and Non-Specific Grant Income	**13**			(22,296)			(21,517)
(Surplus) / Deficit on Provision of Services				**5,827**			**(2,119)**
(Surplus) / deficit on revaluation of non-current assets	**14, 15 & 24**			(3,564)			(2,267)
(Surplus) or deficit from investments in equity instruments designated at fair value through other comprehensive income	**18**			(1,198)			569
Actuarial (gains) / losses on pension assets / liabilities	**45**			(39,807)			16,057
Other Comprehensive (Income) and Expenditure				**(44,569)**			**14,359**
Total Comprehensive (Income) and Expenditure				**(38,742)**			**12,240**

The amounts disclosed above relating to the Housing Account do not match those in the Housing Revenue Account Income and Expenditure Account as the figures above are before corporate recharges and those in the Housing Revenue Account Income and Expenditure Account are after these recharges.

Movement in Reserves Statement

	General Fund Balance	Earmarked General Fund Balance Reserves	Housing Revenue Account	Earmarked H.R.A. Balance Reserves	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Council Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2019	**11,653**	**10,555**	**30,903**	**1,500**	**43,154**	**9,796**	**5,141**	**112,702**	**552,720**	**665,422**
<u>Movement in reserves during 2019/20</u>										
Surplus/ (deficit) on provision of services	(13,530)	-	7,701	-	-	-	-	(5,829)	-	(5,829)
Other Comprehensive Income & Expenditure	-	-	-	-	-	-	-	-	44,569	44,569
Total Comprehensive Income & Expenditure	**(13,530)**	**-**	**7,701**	**-**	**-**	**-**	**-**	**(5,829)**	**44,569**	**38,740**
Adjustments between accounting basis & funding basis under regulations (note 9)	15,250	-	(3,366)	-	7,739	(1,489)	(1,679)	16,456	(16,456)	-
Net Increase/ (Decrease) before Transfers to Earmarked Reserves	**1,720**	**-**	**4,335**	**-**	**7,739**	**(1,489)**	**(1,679)**	**10,627**	**28,113**	**38,740**
Transfers to/from Earmarked Reserves (note 10)	(3,909)	4,048	(1,139)	1,000	-	-	-	-	-	-
Transfers between reserves	-	-	(131)	-	176	-	-	45	(45)	-
Other Adjustments	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in 2019/20	**(2,189)**	**4,048**	**3,065**	**1,000**	**7,915**	**(1,489)**	**(1,679)**	**10,672**	**28,068**	**38,740**
Balance at 31 March 2020 carried forward	**9,464**	**14,603**	**33,968**	**2,500**	**51,069**	**8,307**	**3,462**	**123,373**	**580,788**	**704,161**

	General Fund Balance	Earmarked General Fund Balance Reserves	Housing Revenue Account	Earmarked H.R.A. Balance Reserves	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Council Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2018	**13,156**	**7,860**	**30,488**	**500**	**33,997**	**7,000**	**8,079**	**101,080**	**577,083**	**678,163**
Adjustments for the restatement of financial instruments under IFRS 9	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(501)**	**(501)**
Balance at 1 April 2018	**13,156**	**7,860**	**30,488**	**500**	**33,997**	**7,000**	**8,079**	**101,080**	**576,582**	**677,662**
Movement in reserves during 2018/19										
Surplus/ (deficit) on provision of services	(14,832)	-	16,951	-	-	-	-	2,119	-	2,119
Other Comprehensive Income & Expenditure	-	-	-	-	-	-	-	-	(14,359)	(14,359)
Total Comprehensive Income & Expenditure	**(14,832)**	**-**	**16,951**	**-**	**-**	**-**	**-**	**2,119**	**(14,359)**	**(12,240)**
Adjustments between accounting basis & funding basis under regulations (note 9)	15,872	-	(15,349)	-	9,005	2,796	(2,938)	9,386	(9,386)	-
Net Increase/ (Decrease) before Transfers to Earmarked Reserves	**1,040**	**-**	**1,602**	**-**	**9,005**	**2,796**	**(2,938)**	**11,505**	**(23,745)**	**(12,240)**
Transfers to/from Earmarked Reserves (note 10)	(2,543)	2,695	(1,152)	1,000	-	-	-	-	-	-
Transfers between reserves	-	-	(35)	-	152	-	-	117	(117)	-
Other Adjustments	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in 2018/19	**(1,503)**	**2,695**	**415**	**1,000**	**9,157**	**2,796**	**(2,938)**	**11,622**	**(23,862)**	**(12,240)**
Balance at 31 March 2019 carried forward	**11,653**	**10,555**	**30,903**	**1,500**	**43,154**	**9,796**	**5,141**	**112,702**	**552,720**	**665,422**

Balance Sheet

	Notes	31-Mar-20	31-Mar-19
		£'000	£'000
Property, Plant & Equipment	14	930,027	931,415
Heritage Assets	15	25,553	25,545
Investment Properties	16	105,677	65,931
Intangible Assets	17	621	573
Long term Investments	19	4,852	4,478
Long Term Debtors	20	11,209	18,186
Long Term Assets		**1,077,939**	**1,046,128**
Short Term Investments	21	9,000	26,000
Assets Held for Sale	24	131	380
Short term Debtors	22	12,915	12,840
Inventories		28	28
Cash and Cash Equivalents	23	35,989	24,199
Current Assets		**58,063**	**63,447**
Short Term Borrowing	18	(886)	(806)
Short Term Creditors	25	(33,400)	(30,536)
Capital Grants Receipts in Advance Short Term	39	(488)	(704)
Current Liabilities		**(34,774)**	**(32,046)**
Long Term Creditors	26	(2,805)	(2,688)
Long term Borrowing	18	(220,136)	(199,900)
Other Long Term Liabilities	44	(169,684)	(204,221)
Provisions	27	(3,135)	(3,517)
Capital Grants Receipts in Advance Long Term	39	(1,306)	(1,781)
Long Term Liabilities		**(397,066)**	**(412,107)**
Net Assets		**704,162**	**665,422**
Usable Reserves	28	123,375	112,702
Unusable Reserves	29	580,787	552,720
Total Reserves		**704,162**	**665,422**

I certify that the statement of accounts gives a true and fair view of the financial position of the authority at 31 March 2020 and its income and expenditure for the year ended 31 March 2020.

Signed: Date: 6th July 2020

Hannah Simpson

Chief Finance Officer

Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the reporting period.

The Statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing or 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 by the Council).

Cash is represented by cash in hand and deposits with financial institutions repayable on notice of not more than 24 hours demand without material penalty. Cash equivalents are highly liquid investments that mature in no more than months and that are readily convertible to known amounts of cash with low risk of change in value.

	Notes	2019/20	2018/19
		£'000	£'000
Net surplus or (deficit) on provision of services		(5,827)	2,119
Adjustments to net surplus or deficit on provision of services for non-cash movements	30	50,750	42,937
Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	30	(16,401)	(17,622)
Net cash flows from Operating Activities		**28,522**	**27,434**
Investing Activities	31	(36,082)	(33,472)
Financing Activities	32	19,349	1,881
Net Increase or (decrease) in cash and cash equivalents		**11,789**	**(4,157)**
Cash and cash equivalents at the beginning of the reporting period	23	24,199	28,356
Cash and cash equivalents at the end of the reporting period	23	**35,988**	**24,199**

Notes to the Accounts

1. Accounting Policies

General Principles

The Statement of Accounts summarises the Council's transactions for the 2019/20 financial year and its position at 31 March 2020. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015.These regulations require the Statement of Accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 and the Service Reporting Code of Practice 2019/20, supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act.

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.

The statement of accounts has been prepared on a going concern basis.

Accruals of Income & 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.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Rental income from the Council's housing stock is accounted for on the basis of a full year, i.e. 365 or 366 days as appropriate.

Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet; the de Minimis for accruals is £5,000. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

Cash & 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 within 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.

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 & Estimates & 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.

There are no changes in the accounting policies in the year.

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 fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement, this provision known as the Minimum Revenue Provision (MRP), is equal to an amount calculated on a prudent basis determined by the Council in accordance with statutory guidance (England and Wales). Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the General Fund Balance (Minimum Revenue Provision), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two. No MRP is currently charged on HRA debt, as the debt acquired in relation to the HRA, as it is outside the scope of this regime.

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 is authorised for issue. Two types of events can be identified:
- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

Exceptional Items

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expense Statement or in the notes to the account.

Government Grants & Contributions

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

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

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

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

Community Infrastructure Levy

The Authority has elected to charge a Community Infrastructure Levy (CIL). The levy will be charged on new builds (chargeable developments for the Authority) with appropriate planning consent. The Council charges for and collects the levy, which is a planning charge. The income from the levy will be used to fund a number of infrastructure projects (these include transport, flood defences and schools) to support the development of the area.

CIL is received without outstanding conditions; it is therefore recognised at the commencement date of the chargeable development in the Comprehensive Income and Expenditure Statement in accordance with the accounting policy for government grants and contributions set out above. CIL charges will be largely used to fund capital expenditure. However, a small proportion of the charges may be used to fund revenue expenditure.

Investment Property

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. As a non-financial asset, investment properties are measured at highest and best use.

Properties are not depreciated but are revalued on a five year rolling programme according to market conditions with the exception of properties with a brought forward value in excess of £500,000 as these are valued every year. Based on consultation with the valuers, any other assets which may have significant volatility in fair value are also included in the assessment. Carrying values are reviewed annually to ascertain if materially different from market values for those assets not valued in year.

Revaluation gains and losses are recognised in the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement. However, regulations do not permit unrealised gains and losses to impact the General Fund balance. Therefore, gains and losses are reversed via 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 is recognised in the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement on a straight-line basis.

Group Accounts

The Code requires local authorities to consider all their interests (including those in local authorities and similar bodies) and to prepare a full set of group financial statements where they have material interests in subsidiaries, associates or joint ventures. The Council has gone through a process in line with the Code guidance flowcharts and concluded Group Accounts are required in 2019/20. Further detail on the Group boundary judgement is included in note 3 and the Group Financial statements.

Leases

The Council as Lessee

Finance Leases

Leases are classified as finance leases where the terms of the agreement transfer substantially all the risks and rewards of ownership of the leased asset. Key factors considered include the length of the lease term in relation to the economic life of the asset, present value of the minimum lease payments in relation to the asset's fair value and whether the Council obtains ownership of the asset at the end of the lease term.

For leases of land and buildings, the land and building elements are considered separately for classification.

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.

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

The interest element of finance leases is charged to Financing and Investment Income and Expenditure within the Comprehensive Income and Expenditure Statement. The amount of the finance lease payment to write down the liability is included within the Minimum Revenue Provision in line with statutory guidance.

Operating Leases

All other leases are treated as 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 leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g., there is a rent-free period at the commencement of the lease).

The Council as Lessor

Finance Leases

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal and replaced by a long-term debtor in the Balance Sheet valued on the future income due under the finance lease.

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 recognised in the Comprehensive Income and Expenditure Statement 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).

Overheads & Support Services

From 2016/17 the Code of Practice on Local Authority Accounting in the United Kingdom introduced the requirement for local authorities to report their service segments based on the way in which they operate and manage services, thereby allowing the reporting on the face of the Comprehensive Income and Expenditure Statement to align with how a local authority reports its performance internally to its management.

Corporate overhead allocations are made at the year-end and shared between users in proportion to the benefits received. However, during the year the authority reports to budget holders and members the financial performance without the impact of the corporate recharges. In deference to the intentions of CIPFA's review, the 2019/20 accounts have been reported without support cost recharges, showing support and overhead costs within their respective portfolio lines.

Fair Value Measurement

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

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

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

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

The council uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the council's financial statements are categorised within the fair value hierarchy, as follows:

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

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 or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against Council tax for the expenditure.

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

Revenue Expenditure Funded from Capital under Statute (REFCUS)

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a 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.

The Collection Fund

The Collection Fund shows the transactions of the billing authority in relation to the collection from taxpayers and the distribution to local authorities and the Government of council tax and non-domestic rates. 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. The Collection Fund account is accounted for separately from the General Fund.

The Council’s share of council tax and business rates income is reflected in the Comprehensive Income and Expenditure Statement on an accruals basis in line with the Code. However the amount to be reflected in the General Fund is determined by regulation. Therefore there is an adjustment for the difference between the accrued income and the statutory credit made through the Movement in Reserves Statement and the Collection Fund Adjustment Account.

The cash flow statement only includes in revenue activities cash flows relating to its own share of council tax and business rates income collected. The difference between the government and the preceptors’ share of the net cash collected and the net cash paid to them is included as a net movement in other liquid resources.

There are a number of Business Rates reliefs available to rate payers which are mandatory, the government funds these reliefs in full (except for Small Business Rate relief which it funds in part) via s31 grant to each authority. The s31 grant included in the CIES for the year that which is equal to the original NNDR1 estimate. Any excess over this amount is transferred to a S31 earmarked reserve and distributed in subsequent years against any deficit amounts.

Under the Business Rate Retention Scheme the government has calculated the Funding Baseline which each authority needs to fund its business as well as a Business Rate Baseline which relates to the collectable NNDR, the difference between the two will either result in an individual authority paying a tariff to, or receiving top-up from the government. In a two tier authority the County Council will be in a top-up position and the billing authority in a tariff position. The tariff or top-up is reflected in the authority’s individual CIES i.e. does not go through the Collection Fund.

The authority is required to calculate whether it is in a levy or safety net position at year end. If the authority's income from NNDR and the s31 grant less the tariff paid is greater than the funding baseline then a levy is payable according to the levy formula, the percentage of levy is capped at 50%. If the authority's income from NNDR and the s31 grant less the tariff paid is less than 92.5% of the funding baseline then the authority is entitled to a safety net payment. Any levy/ safety net amounts are accrued and included in the CIES and in creditors/debtors as appropriate in the Balance Sheet.

2. Accounting Standards that have been issued but have not been adopted

At the balance sheet date, 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.

- IAS19 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.

- IAS28 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.

- IFRS 16 Leases: This standard will require local authorities that are lessees to recognise most leases on their balance sheets as right-of-use assets with corresponding lease liabilities (there is recognition for low-value and short-term leases). CIPFA/LASAAC have deferred implementation of IFRS16 for local government to 1 April 2021. It is too early to give an accurate estimate but this is likely to have a material impact on the council's balance sheet.

- Annual Improvements to IFRS Standards 2015–2017 Cycle

3. Critical Judgments in Applying Accounting Policies

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

- There is a high degree of uncertainty about future 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.
- Note 18 Financial Instruments details the authority's Investment Strategy and approach to managing risk. None of the authority's investments are impaired;
- The Council has undertaken an analysis to classify the leases it holds, both as a lessee and lessor, as either operating or finance leases. The accounting policy for leases has been applied to these arrangements and assets are recognised or derecognised (as appropriate) as Property, Plant and Equipment in the Council's Balance Sheet
- The Council has reviewed all property assets in accordance with the policy for Investment Properties and classified as appropriate
- The Council has reviewed all property assets in accordance with the policy for Assets Held for Sale and reclassified as appropriate
- Insurance fund levels are maintained on advice from the council's insurance manager

The preparation of financial statements also requires management to exercise judgement in applying the council's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions or estimates are significant are disclosed below:

Property, Plant and Equipment

In determining the useful economic life of property, plant and equipment, judgement needs to be exercised in estimating the length of time that assets will be operational. Judgements are also required regarding the classification of specialist/non-specialist assets and in determining residual values.

Valuers also make a range of judgements when determining the values of assets held at fair value.

The significant assumptions applied in estimating the fair values are:

- For income producing properties, the Valuers adopted an investment approach where they applied a capitalisation rate, as a multiplier, against the current and, if any, reversionary income streams. Following market practice they construct their valuations adopting hardcore methodology where the reversions are generated from regular short-term uplifts of market rent. They would normally apply a term and reversion approach where the next event is one which fundamentally changes the nature of the income or characteristics of the investment. Where there is an actual exposure or a risk thereto of irrecoverable costs, including those of achieving a letting, an allowance is reflected in the valuation;

- The assessment of rental values is formed purely for the purposes of assisting in the formation of an opinion of capital value and is generally on the basis of Market Rent, as defined in “the Red Book”. Where circumstances dictate that it is necessary to utilise a different rental value in the capital valuation, the valuers will generally set out the reasons for this in their report;

- Vacant buildings, in addition to the above methodology, may also be valued and analysed on a comparison method with other capital value transactions where applicable; and

- Owner-occupied properties are valued on the basis of existing use value, thereby assuming the premises are vacant and will be required for the continuance of the existing business. Such valuations ignore any higher value that might exist from an alternative use.

Investment Properties

IAS 40 *Investment properties* (“IAS 40”) requires that properties are classified as investment properties where they are held for the purpose of capital appreciation or to earn rentals. To comply with IAS 40, judgement needs to be exercised in determining whether these properties should be classified as investment properties in accordance with IAS 40. As investment properties are valued at fair value with movements in the fair value being recorded in the income statement this could have a significant effect on the reported surplus or deficit of the Council.

Post Retirement Benefits

Pensions liability – the 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. Actuaries are engaged to provide the Authority with expert advice about the assumptions to be applied. The assumptions made and sensitivity analyses are provided in note 45.

Group Boundaries

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

The group boundaries have been estimated using criteria associated with the Code of Practice and the following relationships determined:

Norwich Regeneration Limited	Subsidiary	Consolidated
NPS Norwich Ltd	Associate	Consolidated
Norwich Norse (Environmental) Limited	Associate	Consolidated
Norwich Norse (Building) Limited	Associate	Consolidated
Three Score Open Space Management Limited	Subsidiary	Not Material
Norwich City New Co Ltd	Subsidiary	Not Material

Due to the material levels of transactions going through Norwich Regeneration Ltd (NRL) in 2018-19, consolidated group accounts have been prepared. As a subsidiary, the accounts of NRL have been consolidated with those of the Council on a line by line basis, and any balances and transactions between parties have been eliminated in full.

4. Assumptions made about 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 that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

Items	Uncertainties	Effect if Actual Results differ from Assumptions
Business Rates	Since the introduction of the Business Rates retention Scheme in April 2013, Local Authorities are liable for successful appeals against business rates charged to business in 2019/20 and earlier financial years in their proportionate share. As at the 31 March 2020 108 appeals remain outstanding relating to the 2010 rating list. A provision has been recognised for the best estimate of the amount that businesses have been overcharged for the period totalling £2.2m. Following the 2017 revaluation, a new check, challenge and appeal process has been introduced by the Valuation Office Agency; the impact of which is highly uncertain with only 90 challenges lodged to date (of which 60 are outstanding at 31 March 2020). A provision has been made for the estimated success of future appeals from the 2017 list of £5.15m which equates to 6.5%of annual net rates payable. A 1% increase in the coverage for the 2017 list would increase the provision by £0.8m.	Should the outstanding appeals be successful, the amount owed to businesses may be more than estimated, in which case the proportionate share of this would require an increase to the provision. However there may be appeals that are not successful or they may be successful but the amount owed to businesses be less than estimated, which would result in a reduction in the appeals provision.
Property, Plant and Equipment (excluding Housing Stock) £146.5m	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for assets would increase by £0.319m for every year that useful lives had to be reduced.

Items	Uncertainties	Effect if Actual Results differ from Assumptions
Property, Plant and Equipment (excluding Housing Stock) £146.5m	Apart from infrastructure, community and assets under construction, the basis of value for all assets is Current Value. Current value may be either the Existing Use Value, Depreciated replacement Cost or Fair Value depending on the property type and classification. Of the balance £30.936m (21%) of assets are held at depreciated replacement cost (DRC). This method is used where there is no established property market which would enable a reliable valuation by any other method.	Property values are affected by a number of factors and a 1% change in the assumed valuation of other land and buildings and surplus assets totalling £128.698m would equate to £1.28m.
Pensions Liability £169.5m	Estimation of the net liability to pay pensions depends on a number of complex judgments 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 liability valuation includes a past service cost for the estimated impact of legal rulings on Transitional Protection Arrangements and Guaranteed Minimum Pension (GMP). Further details on the calculation and impact of the rulings are provided in Note 45. The ongoing impact of the Covid-19 pandemic has created uncertainty surrounding illiquid asset values. As such, the Pension Fund property and infrastructure allocations as at 31 March 2020 are difficult to value according to preferred accounting policy. As such values have been rolled over from the end of February with an adjustment and may be inaccurate to the true 31 March 2020 position.	The sensitivities resulting in an impact on the Council's finances are disclosed in Note 45.
Arrears	At 31 March 2020, the Council had a balance of sundry debtors for £3.9m. A review of significant balances suggested that an impairment of doubtful debts ranging from 10% to 100% was appropriate. However, in the current economic climate it is not certain that such an allowance would be sufficient.	If collection rates were to deteriorate, an increase in the amount of the impairment for doubtful debt would be required.

Items	Uncertainties	Effect if Actual Results differ from Assumptions
Housing Stock £783.5m	The housing stock is not individually componentised, for valuation purposes a beacon approach is used with the assumption that the beacon property is fully upgraded. Each property in that beacon is then reduced by percentages for each component that is not upgraded.	The percentages used to reduce the value may not reflect the true depreciated value of the individual components. The valuation of housing stock may be under or overstated Property values are affected by a number of factors - a 1% change in the assumed valuation would equate to £7.835m.
Housing Stock £783.5m	The housing stock is not individually componentised, for depreciation purposes council dwellings have their individual components identified as to date of upgrade and using the asset life as advised by the council's valuers, the depreciation associated with each properties components is calculated.	The use of standard lives to calculate components and assumption of full depreciation on components not upgraded may not be valid. The depreciation of council dwellings may be under or overstated The depreciation charge is £14.729m. It is estimated that the annual depreciation charge for assets would increase by £0.359m for every year that useful lives had to be reduced.
Fair value measurement of investment property	The Council's external valuers use valuation techniques to determine the fair value of investment property. This involves developing estimates and assumptions consistent with how market participants would price the property. The valuers base their assumptions on observable data as far as possible, but this is not always available. In that case, the valuers use the best information available. Information about the valuation techniques and inputs used in determining the fair value of the council's assets and liabilities is disclosed further in Note 16.	The total value of investment properties is £105.7m. Of this £83.4m (79%) is a Level 2 valuation and £22.3m (21%) Level 3 valuation. Level 3 valuations use significant unobservable inputs to determine the fair value measurements. Significant changes in any of the unobservable inputs would result in a significantly lower or higher fair value measurement for investment properties and financial assets A 1% change in the assumed valuation of investment property would equate to £1.057m
Britain leaving the European Union: asset values and pension liabilities	There is still uncertainty about the implications of Britain's departure from the European Union. At the current time it is not possible to predict the agreement that will be reached at the end of the transition period. The assumption has been made that this will not significantly impair the value of the Council's assets or change the discount rate. However, this assumption needs to be revisited and reviewed regularly.	Higher impairment allowances may need to be charged in the future if asset values fall. If the discount rate changes, the size of the net pension liability will also vary.

5. Material Items of Income and Expense

During 2019/20 NRL repaid loans of £0.9m and £5.1m (2018/19: £0), and the Council loaned a further £3.0m to NRL (2018/19: £0.9m), leaving a net balance of £9.4m outstanding at the end of the financial year (2018/19 £12.4m).

The Council has made five material purchases of commercial investment properties during the 2019/20 financial year. The total acquisition costs for the three purchases totalled £41.2m. During the period the Council has finished an extension to one of its commercial properties, the costs included with Investment Property additions is £0.8m.

During April 2019 the Council's Housing Revenue Account purchased 31 dwellings at Rayne Park at a cost of £7.0m. The properties were purchased from the Council's wholly-owned subsidiary Norwich Regeneration Limited and will be used as social housing.

6. Expenditure and Income by Nature

The authority's expenditure and income is analysed as follows:		
	2019/20	**2018/19**
Income	**£000**	**£000**
Fees, charges and other service income	(92,761)	(91,543)
Interest and investment income	(6,132)	(5,077)
Authority's share of income from Council Tax and Non-Domestic Rates	(41,981)	(40,332)
Government grants and contributions	(8,495)	(7,405)
Gain on disposal of non-current assets	(6,242)	(3,365)
Housing Benefit contributions and allowances	(49,073)	(56,798)
Total	**(204,683)**	**(204,521)**
Expenditure		
Employee benefits expenses	27,190	30,729
Pension Interest cost and expected return on assets	4,912	4,995
Other service expenses	60,184	55,001
Depreciation, amortisation, revaluation and impairment	31,108	19,453
Interest payments	8,236	8,161
Payments to Housing Capital Receipts Pool	1,097	1,097
Housing Benefit expenditure	49,604	56,745
Non-Domestic rates levy	28,181	26,221
Total	**210,512**	**202,402**
(Surplus) or deficit on the Provision of services	**5,829**	**(2,119)**

7. Segmental Income

Income received on a segmental basis is analysed below:		
	2019/20	**2018/19**
	£000	**£000**
Revenue from External customers	(97,694)	(95,384)
Other Income	(106,990)	(109,137)
Total Income	**(204,683)**	**(204,521)**

8. Events after the Reporting Date

The draft statement of accounts were authorised for issue by the Chief Finance Officer on 6th July 2020. 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 2020, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

A summary of the effects of the Covid-19 pandemic can be found in the Narrative Report at the start of this document, this is considered a non-adjusting event

9. Adjustments between Accounting Basis and Funding Basis under regulations

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

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

General Fund Balance

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

Housing Revenue Account Balance

The Housing Revenue Account Balance reflects the statutory obligation to maintain a revenue account for local authority council housing provision in accordance with Part VI of the Local Government and Housing Act 1989. It contains the balance of income and expenditure as defined by the 1989 Act that is available to fund future expenditure in connection with the Council’s landlord function or (where in deficit) that is required to be recovered from tenants in future years.

Major Repairs Reserve

The Authority is required to maintain the Major Repairs Reserve. The MRR is restricted to being applied to new capital investment in HRA assets or the financing of historical capital expenditure by the HRA. The balance shows the MRR that has yet to be applied at the year-end.

Capital Receipts Reserve

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

Capital Grants Unapplied

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

2019/20	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Usable Reserves	Movement in Unusable Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adjustments involving the Capital Adjustment Account							
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement							
Charges for depreciation and impairment of non-current assets	(6,811)	(18,035)	-	-	-	(24,846)	24,846
Excess dep'n over HRA MRA	-	-	-	-	-	-	-
Revaluation gains / (Losses) on Property, Plant and Equipment	(422)	(2,178)	-	-	-	(2,600)	2,600
Movement in Market Value of Investment Properties	(3,594)	-	-	-	-	(3,594)	3,594
Capital Grants and Contributions Applied	1,729	227				1,956	(1,956)
Movement in Donated Assets Account	56					56	(56)
Revenue expenditure funded from capital under statute	(6,190)					(6,190)	6,190
Amounts of non-current assets written off on disposal or sale as part of a gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(875)	(9,658)				(10,533)	10,533
Insertion of items not debited or credited to the Comprehensive Income and expenditure Statement							
Statutory provision for the financing of capital investment	567	101				668	(668)
Capital expenditure charged against the General Fund and HRA balances	207	5,590				5,797	(5,797)
Adjustments involving the Capital Grants Unapplied Account							
Capital Grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	1,670	445			(2,115)	-	
Application of grants to capital financing transferred to the Capital Adjustment Account					3,793	3,793	(3,793)
Adjustments involving the Capital Receipts Reserve:							
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	1,417	12,999	(14,417)			(1)	
Use of Capital Receipts Reserve to finance new capital expenditure			6,897			6,897	(6,897)
Contribution from the Capital receipts Reserve towards administration costs of non-current asset disposals	(23)	(231)	255			1	
Contribution from the Capital receipts Reserve to Finance the payments to the Government capital receipts pool	(1,097)		1,097			-	

2019/20	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Usable Reserves	Movement in Unusable Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adjustments involving the Deferred Capital Receipts Reserve							
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	2,250					2,250	(2,250)
Transfer to the Capital receipts Reserve upon receipt of cash			(1,571)			(1,571)	1,571
Adjustments involving the Major Repairs Reserve							
Reversal of Major Repairs Allowance credited to the HRA		15,261		(15,261)		-	
Use of Major Repairs Reserve to finance new capital expenditure				16,750		16,750	(16,750)
Adjustments involving the Financial Instruments Adjustment Account							
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	5					5	(5)
Adjustments involving the Pensions Reserve							
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(10,353)	(2,796)				(13,149)	13,149
Employer's pension contributions and direct payments to pensioners payable in the year	6,242	1,642				7,884	(7,884)
Adjustments involving the Collection Fund Adjustment Account							
Amount by which Council tax and business rates income credited to the Comprehensive Income and Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	(29)					(29)	29
Total Adjustments	(15,251)	3,367	(7,739)	1,489	1,678	(16,456)	16,456

2018/19 comparative figures	**General Fund Balance**	**Housing Revenue Account**	**Capital Receipts Reserve**	**Major Repairs Reserve**	**Capital Grants Unapplied**	**Movement in Usable Reserves**	**Movement in Unusable Reserves**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Adjustments involving the Capital Adjustment Account							
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement							
Charges for depreciation and impairment of non-current assets	(3,076)	(17,496)	-	-	-	(20,572)	20,572
Revaluation gains / (Losses) on Property, Plant and Equipment	(252)	5,267	-	-	-	5,015	(5,015)
Movement in Market Value of Investment Properties	(2,697)	-	-	-	-	(2,697)	2,697
Capital Grants and Contributions Applied	1,657	-	-	-	-	1,657	(1,657)
Movement in Donated Assets Account	66	-	-	-	-	66	(66)
Revenue expenditure funded from capital under statute	(5,828)	-	-	-	-	(5,828)	5,828
Amounts of non-current assets written off on disposal or sale as part of a gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(4,356)	(7,972)	-	-	-	(12,328)	12,328
HRA Self Financing Debt						-	-
Insertion of items not debited or credited to the Comprehensive Income and expenditure Statement							
Statutory provision for the financing of capital investment	316	96	-	-	-	412	(412)
Capital expenditure charged against the General Fund and HRA balances	840	11,144	-	-	-	11,984	(11,984)
Adjustments involving the Capital Grants Unapplied Account	-	-	-	-	-	-	-
Capital Grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	835	87	-	-	(922)	-	-
Application of grants to capital financing transferred to the Capital Adjustment Account	-	-	-	-	3,860	3,860	(3,860)
Adjustments involving the Capital Receipts Reserve:	-	-	-	-	-	-	-
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	5,027	10,938	(15,965)	-	-	-	-
Use of Capital Receipts Reserve to finance new capital expenditure	-	-	5,607	-	-	5,607	(5,607)
Contribution from the Capital receipts Reserve towards administration costs of non-current asset disposals	(67)	(189)	256	-	-	-	-
Contribution from the Capital receipts Reserve to Finance the payments to the Government capital receipts pool	(1,097)	-	1,097	-	-	-	-

2018/19 comparative figures	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Usable Reserves	Movement in Unusable Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adjustments involving the Deferred Capital Receipts Reserve							
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(77)	-	77	-	-	-	-
Transfer to the Capital receipts Reserve upon receipt of cash	-	-	(78)	-	-	(78)	78
Adjustments involving the Major Repairs Reserve	-	-	-	-	-	-	-
Reversal of Major Repairs Allowance credited to the HRA	-	14,601	-	(14,601)	-	-	-
Use of Major Repairs Reserve to finance new capital expenditure	-	-	-	11,805	-	11,805	(11,805)
Adjustments involving the Financial Instruments Adjustment Account	-	-	-	-	-	-	-
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	93	-	-	-	-	93	(93)
Adjustments involving the Pensions Reserve	-	-	-	-	-	-	-
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(14,884)	(2,634)	-	-	-	(17,518)	17,518
Employer's pension contributions and direct payments to pensioners payable in the year	5,860	1,507	-	-	-	7,367	(7,367)
Adjustments involving the Collection Fund Adjustment Account	-	-	-	-	-	-	-
Amount by which Council tax and business rates income credited to the Comprehensive Income and Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	1,770	-	-	-	-	1,770	(1,770)
Total Adjustments	**(15,870)**	**15,349**	**(9,006)**	**(2,796)**	**2,938**	**(9,385)**	**9,385**

10. Transfers to/from Earmarked and Other Reserves

This note sets out the amounts set aside from the General Fund and HRA balances in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund and HRA expenditure in 2019/20 and 2018/19
.

The following sets out a description of the reserves;

Insurance Reserve

The Insurance Reserve was established to cover the excesses carried in respect of claims under various insurance policies, particularly public and employers' liability, subject to periodic review of the appropriate level at which any 'stop-loss' arrangements apply.

An evaluation of the balance on the Insurance Reserve has been undertaken and the amount set aside to cover the uninsured risks at 31 March 2020 is based on the assessed liability. Included within this balance is an amount to cover potential liabilities following the trigger of the Municipal Mutual Insurance Limited (MMI) Scheme of Arrangement.

S31 Earmarked Reserve

Central government compensates local authorities for changes to business rates reliefs. This compensation is made outside of the rate retention scheme by means of a Section 31 (S31) grant directly to the general fund. The S31 Earmarked Reserve holds the unused balance of the S31 grant monies received in 2018/19 and 2019/20. These monies will be transferred to the General Fund Reserves in future years to mitigate the delayed impact of deficits on the NNDR Collection Fund as properly accounted for under regulation.

Similar transfers in and out of the reserve will take place each year whilst the S31 grant is received.

Revenue Grants Unapplied Reserves

This reserve is the balance of revenue grant income received that has no conditions applied to it, but where the grant has yet to be applied and there are restrictions as to how the monies are to be applied. This ensures that amounts are set aside from the General Fund and the Housing Revenue Account balances to provide financing to meet the requirements of the grant. The amounts set aside will be transferred back to meet General Fund and Housing Revenue Account expenditure in future years, the transfer being accounted for in the Movement in Reserves Statement within the transfers to/or from Earmarked reserves line.

Invest to Save Reserves

The Invest to Save Reserves for both the General Fund and Housing Revenue Account were set up to support the delivery of savings and efficiencies through the Transformation Programme. The reserve is expected to be utilised to support the implementation of a new operating model and IT investment over the next 2-3 years.

Commercial Property Reserve

The Council has a significant and increasing investment property portfolio. The Commercial Property Reserve has been created using a proportion of the net income generated from the investment properties during the year and will be used to provide funding for any future void and rent free periods as well as any repairs/upgrades required to the property. The reserve will help to safeguard the future value of the investment properties and the rental income stream, thereby minimising the risk of holding these assets and of fluctuations in the income return. It is planned that the reserve will continue to be built up as the investment portfolio grows.

Norwich Regeneration Ltd Reserve

The Council has a commercial loan of £9.4m (2018/19 £12.4m) with its wholly-owned subsidiary Norwich Regeneration Ltd (NRL). The company is using the loan to finance its house building at the Three Score site and the Council receives an income stream through the loan interest payments.

An earmarked reserve has been set up to smooth any fluctuations in net income received by the Council from the lending to NRL. It will also provide a buffer in case the company is unable to repay the loan balance in full and the council is then required to make minimum revenue provision payments.

Elections Reserve

This is to provide future funding for council election costs which vary each year according to the differing local and national elections cycles.

General Fund Repairs Reserve

This is to provide future funding for required maintenance on general fund properties, the costs of which can vary each year according to the differing repairs requirements.

	Balance at 31 March 2018	Transfers Out 2018/19	Transfers In 2018/19	Balance at 31 March 2019	Transfers Out 2019/20	Transfers In 2019/20	Balance at 31 March 2020
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
General Fund							
Insurance Reserve	681	(56)	310	935	(153)	303	1,085
S31 Earmarked Reserve	2,165	(120)	-	2,045	-	-	2,045
Mousehold Conservators Reserve	8	-	1	9	-	10	19
General Fund Invest to Save Reserve	2,648	-	1,614	4,262	(1,809)	557	3,010
Revenue Grants Unapplied Reserve GF	2,072	(245)	14	1,841	(108)	107	1,840
Revenue Grants Unapplied Reserve HRA	-	-	-	-	-	-	-
Commercial Property Earmarked Reserve	123	-	935	1,058	-	989	2,047
Norwich Regeneration Ltd Earmarked Reserve	50	-	243	293	-	3,707	4,000
Elections Earmarked Reserve	113	-	-	113	-	-	113
General Fund Repairs Reserve	-	-	-	-	-	444	444
HRA Invest to Save Reserve	500	-	1,000	1,500	-	1,000	2,500
Total	**8,360**	**(421)**	**4,117**	**12,056**	**(2,070)**	**7,117**	**17,103**

Transfers between other reserves of £175,799 (2018/19 £151,620) in the Movement in Reserves Statement comprise Decent Home Loan & Home Improvement Loan repayments of £45,120 (2018/19 £117,672) and repayment of Right-to-Buy discounts of £130,679 (2018/19 £33,948).

11. Other Operating Expenditure

	2019/20	2018/19
	£'000	£'000
Payments to the Government Housing Capital Receipts Pool	1,097	1,097
(Gains)/Losses on the disposal of non-current assets	(6,242)	(3,365)
Provision Market	(376)	(145)
Livestock Market	(51)	7
Total	**(5,572)**	**(2,406)**

The surplus of £0.427m (2018/19 surplus £0.138m) from Market trading (Provision and Livestock) is not allocated back to services but included in other operating expenditure above.

12. Financing and Investment Income and Expenditure

	2019/20	2018/19
	£'000	£'000
Interest payable and similar charges	8,236	8,161
(Gains)/Losses on the disposal of investment property	(32)	(361)
Pension interest cost and expected return on pension assets	4,912	4,995
Interest Receivable and similar income	(1,199)	(1,237)
Income and expenditure in relation to investment properties and changes in their fair value	(53)	44
Other investment income	(365)	(300)
Impairment losses	4,000	-
Impairment of Soft Loans	127	120
Total	**15,626**	**11,422**

13. Taxation and Non-Specific Grant Income

	2019/20	2018/19
	£'000	£'000
Council tax income	(9,714)	(9,401)
Non domestic rates income and expenditure	(32,266)	(30,931)
Non-ring fenced government grants	(4,368)	(4,760)
Capital grants and contributions	(4,127)	(2,646)
Business Rates - Tariff & Levy	28,181	26,221
Total	**(22,294)**	**(21,517)**

14. Property Plant and Equipment

Accounting Policy

Recognition

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

The de minimis level for accounting for expenditure as capital is £5,000.

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

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

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

- infrastructure, community assets and assets under construction – depreciated historical cost
- dwellings – fair value, determined using the basis of existing use value for social housing (EUV-SH)
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV)

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

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

Assets included in the Balance Sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Gains are credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

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

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

The 2019/20 CIPFA Code of Practice on Local Authority Accounting states that each part of an item of Property, Plant and Equipment (PP&E) with a cost that is significant in relation to the total cost of the item shall be depreciated separately, applied from 1 April 2010 onwards. Where there is more than one significant part of the same asset which has the same useful life and depreciation method, such parts may be grouped in determining the depreciation charge. In adopting the Code, the Authority has developed the following Componentisation Policy using the approach set out in LAAP bulletin 86:

- Assets within PP&E, excluding Council dwellings with a carrying value of £1m and below, will be disregarded for componentisation as the impact upon the reported cost of service is not considered material.
- Assets, excluding Council dwellings that are above the £1m de-minimis threshold will be componentised where the cost of the component:
  i) Is significant in relation to the overall total cost of the asset and
  ii) Has a different useful life and/or method of depreciation to the main asset.

This policy excludes land assets which are already identified separately.

Council dwellings are not individually componentised. The valuation of dwellings is based on a beacon approach using the assumption that the beacon property is fully upgraded. Each property in that beacon has a reduction in value, as a percentage, for each component that is not upgraded.

Impairment

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

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

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

Depreciation

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

Depreciation is calculated on the following bases:

- Dwellings – from 1st April 2012 depreciation is calculated based on the useful life of the individual components of the dwelling (30-60 years)
- Other buildings – straight-line allocation over the useful life of the property as estimated by the valuer (30-100 years)
- Vehicles – a percentage of the value of each class of assets in the Balance Sheet, as advised by a suitably qualified officer (25% carrying amount)
- Infrastructure – straight-line allocation of between 25-40 years.
- Plant, furniture & equipment – straight line allocation over the useful life of asset (3-25 years)

Where an item of Property, Plant and Equipment assets 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.

Disposals & Non-Current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale.

The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services.

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

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal.

Receipts from disposals (if any) are credited to the same line in the 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. A proportion of receipts relating to housing disposals (75% for dwellings, 50% for land and other assets, net of statutory deductions and allowances) is payable to the Government. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council’s underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

The written-off value of disposals is not a charge against Council tax, as the cost of 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.

Movements in 2019/20	Council Dwellings	Other Land and Buildings	Vehicles, Plant, Furniture and equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation								
At 1 April 2019	**782,152**	**140,890**	**28,147**	**2,812**	**11,809**	**293**	**7,001**	**973,104**
Additions	25,639	1,517	512	49	114	-	152	**27,983**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	364	(1,929)	-	-	-	(40)	-	**(1,605)**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(18,711)	(1,026)	-	-	-	-	-	**(19,737)**
Revaluation write back of prior year deficit recognised in the Surplus / (Deficit) on the Provision of Services	4,205	356	-	-	-	-	-	**4,561**
Derecognition – Disposals	(8,469)	-	(119)	-	-	-	-	**(8,588)**
Derecognition - Other	(194)	-	-	-	-	-	-	**(194)**
Demolition	-	(10)	-	-	-	-	-	**(10)**
Assets Reclassified (to) / from Held for Sale	(670)	(25)	-	-	-	-	-	**(695)**
Other Movements in Cost or Valuation	6,305	13	229	-	-	(228)	(6,547)	**(228)**
At 31 March 2020	**790,621**	**139,786**	**28,769**	**2,861**	**11,923**	**25**	**606**	**974,591**
Accumulated Depreciation & Impairment								
At 1 April 2019	(6,141)	(9,880)	(24,442)	(1,220)	-	(7)	-	**(41,690)**
Depreciation charge	(14,729)	(2,493)	(682)	(80)	-	(1)	-	**(17,985)**
Depreciation written out to the Surplus/Deficit on Provision of Services	11,592	104	-	-	-	-	-	**11,696**
Depreciation write-back on revaluation to Revaluation Reserve	3,137	1,784	-	-	-	8	-	**4,929**
Impairment losses / (reversals) recognised in CIES	(1,184)	(616)	-	-	-	-	-	**(1,800)**
Impairment losses / (reversals) recognised in RR	199	(13)	-	-	-	-	-	**186**
Derecognition – Disposals	-	-	100	-	-	-	-	**100**
Derecognition - Other	-	-	-	-	-	-	-	**-**
At 31 March 2020	(7,126)	(11,114)	(25,024)	(1,300)	-	-	-	**(44,564)**
Net Book Value								
At 31 March 2020	**783,495**	**128,672**	**3,745**	**1,561**	**11,923**	**25**	**606**	**930,027**
At 31 March 2019	776,012	131,009	3,705	1,591	11,809	287	7,002	931,415

Comparative Movements in 2018/19	Council Dwellings	Other Land & Buildings	Vehicles, Plant, Furniture & equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation								
At 1 April 2018	762,348	141,255	27,357	2,777	11,708	270	17,760	**963,475**
Additions	24,044	1,551	1,000	35	101	-	760	**27,491**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	3,987	(8,241)	-	-	-	24	-	**(4,230)**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(14,480)	(3,398)	-	-	-	-	-	**(17,878)**
Revaluation write back of prior year deficit recognised in the Surplus / (Deficit) on the Provision of Services	7,888	1,189	-	-	-	-	-	**9,077**
Derecognition – Disposals	(7,430)	-	(196)	-	-	-	-	**(7,626)**
Derecognition - Other	(168)	-	-	-	-	-	-	**(168)**
Demolition	-	(162)	-	-	-	-	-	**(162)**
Assets Reclassified (to) / from Held for Sale	(745)	-	-	-	-	-	-	**(745)**
Other Movements in Cost or Valuation	6,709	8,695	(15)	-	-	-	(11,518)	**3,871**
At 31 March 2019	**782,153**	**140,889**	**28,146**	**2,812**	**11,809**	**294**	**7,002**	**973,105**
Accumulated Depreciation & Impairment								
At 1 April 2018	(5,025)	(11,754)	(23,992)	(1,142)	(109)	(8)	-	**(42,030)**
Depreciation charge	(14,060)	(2,555)	(645)	(79)	-	(7)	-	**(17,346)**
Depreciation written out to the Surplus/Deficit on Provision of Services	12,308	979	-	-	-	-	-	**13,287**
Depreciation write-back on revaluation to Revaluation Reserve	1,754	4,888	-	-	-	8	-	**6,650**
Impairment losses / (reversals) recognised in CIES	(1,176)	(1,373)	-	-	-	-	-	**(2,549)**
Impairment losses / (reversals) recognised in RR	58	(65)	-	-	-	-	-	**(7)**
Derecognition – Disposals	-	-	196	-	-	-	-	**196**
Derecognition - Other	-	-	-	-	109	-	-	**109**
At 31 March 2019	**(6,141)**	**(9,880)**	**(24,441)**	**(1,221)**	**-**	**(7)**	**-**	**(41,690)**
Net Book Value								
At 31 March 2019	**776,012**	**131,009**	**3,705**	**1,591**	**11,809**	**287**	**7,002**	**931,415**
At 31 March 2018	757,322	129,500	3,365	1,636	11,600	262	17,760	**921,445**

Valuations

The Council operates a 5-year rolling programme of revaluations in relation to land and buildings except for revaluation of Housing Revenue Account Assets which is carried out on an annual basis. The assets are valued by our external valuers NPS Property Consultants Ltd.

Current year valuations were carried out by:
Gillian Knox MRICS (NPS)
Deborah O'Shea MRICS (NPS)
Grant Brewer MRICS (NPS)

HRA Dwellings

The date of valuation is 31 March 2020.

The valuers undertook a full revaluation at 31 March 2016. The valuations were undertaken in accordance with the RICS Valuation – Professional Standards 2012 as published by the Royal Institution of Chartered Surveyors.

For each operational asset, that is, those held, occupied and used by the Council in the direct delivery of services for which the Council has either a statutory or a discretionary responsibility, a Current Value Existing Use Value (EUV) has been provided, except in the case of housing stock where Existing Use Value for Social Housing is appropriate (EUV-SH). EUV-SH assumes the property is let for its existing use as social housing.

EUV-SH valuations are arrived at by means of a beacon approach. The beacons are valued on the additional assumptions that there is no potential residential redevelopment of the site or intensification of use. They are then adjusted by a regional adjustment factor, in this case for the Eastern region at 62% (2017/18 62%), to arrive at EUV-SH to reflect the fact that sitting tenants enjoy rents lower than market rents and tenants' rights including Right to Buy.

Any reference to Existing Use Value is not recognised under International Financial Reporting Standards and the use of Existing Use Value (Social Housing) is a departure from International Accounting Standards. This departure is in accordance with current CIPFA and DCLG guidance

Under paragraph 4.1.2.40 of the Code, if an item of property comprises two or more significant components with substantially different useful lives, then each component is treated separately for depreciation purposes and depreciated over its individual lives.

Due to the onerous amount of work that would be involved in componentising all the council dwellings, this has not been done. However for valuation purposes, the property used as the beacon in each beacon type, are fully upgraded. For all other dwellings in the beacon; a percentage reduction is made for each component that has not been upgraded. The percentage reduction is that advised by the Council's valuers.

The valuations are made on the following assumptions:
- That no high alumina cement, asbestos, or other deleterious material was used in the construction of any property and that none has been subsequently incorporated.
- That the properties are not subject to any unusual or especially onerous restrictions, encumbrances or outgoings and that good title can be shown.
- That the properties and their values are unaffected by any matters which would be revealed by a local search or inspection of any register and that the use and occupation are both legal.
- That inspection of those parts which have not been inspected would not cause us to alter our opinion of value.
- That the land and properties are not contaminated, nor adversely affected by radon.

- That no allowances have been made for any rights obligations or liabilities arising from the Defective Premises Act 1972.

HRA Non-Dwellings

The date of valuation is 31 March 2020.

The valuers undertook a full revaluation at 31 March 2016. The valuations were undertaken in accordance with the RICS Valuation – Professional Standards 2012 as published by the Royal Institution of Chartered Surveyors.

Apart from infrastructure, community and assets under construction, the basis of value for all assets is Current Value. Current value may be either the Existing Use Value, Depreciated replacement Cost or Fair Value depending on the property type and classification.

EUV is used only for valuing property that is owner-occupied. Fair value is used to value property held as surplus assets or properties held for sale.

In accordance with changes brought about by the HRA item 8 post- transition outcomes, Impairment and valuation losses not covered by revaluation reserve in relation to HRA non-dwellings can now be reversed in the same way as losses for dwellings. This is a change, as under transition any such losses for non-dwellings could not be reversed and therefore impacted on the HRA balance in full.

As with dwellings, valuation gains for non-dwellings, where taken to the HRA income and expenditure statement, can also be reversed under the new Determination, again by a transfer to the CAA via the movement in reserves statement. Note that this change has been applied prospectively from 1 April 2017 only.

General Fund Assets

The date of valuation is 1 April 2019.

The Council carries out a rolling programme that ensures that all Property, Plant and equipment required to be measured at current value is revalued at least every five years. Valuations are carried out by the Council's external valuers, NPS Property Consultants Ltd, in accordance with the methodologies and bases for estimation set out by the Royal Institution of Chartered surveyors.

Apart from infrastructure, community and assets under construction, the basis of value for all assets is Current Value. Current value may be either the Existing Use Value, Depreciated replacement Cost or Fair Value depending on the property type and classification.

EUV is used only for valuing property that is owner-occupied. Fair value is used to value property held for investment purposes, surplus assets or properties held for sale.

The valuation cycle fluctuated due to asset reclassifications, disposals and additions and any additional revaluations which occur due to the portfolio review and impairment review.

VALUATION CYCLE '000s	Council dwellings	Other Land & Buildings	Community assets	Infrastructure	Vehicles, Plant, & Equipment	AUC	Surplus properties	Total PPE
Valued at historical cost			11,923	1,561	3,745	606		**17,835**
Valued at current value								**-**
2019-20	783,494	40,689					25	**824,208**
2018-19		38,573						**38,573**
2017-18		46,417						**46,417**
2016-17		1,987						**1,987**
2015-16		1,007						**1,007**
Total	**783,494**	**128,673**	**11,923**	**1,561**	**3,745**	**606**	**25**	**930,027**

15. Heritage Assets

Heritage assets are assets with historic, artistic, scientific, technological, geophysical or environmental qualities which are held and maintained principally for their contribution to knowledge & culture.

<u>Museums collections</u>
The museums are run by the Norfolk Museums & Archaeology Service (NMAS) which is regarded as one of the leaders in the museum sector.

The Council's heritage assets are relatively static, and significant acquisitions and donations are rare. Where they do occur acquisitions are initially recognised at cost and subsequently at valuation where available.

Material disposals are rare. However, any disposals are accounted for in accordance with the Council's accounting policies on property, plant and equipment. The proceeds of disposals, if any, are accounted for in accordance with the Council's general provisions relating to the disposal of property, plant and equipment.

<u>Heritage Buildings</u>
There are a number of buildings within the city which are considered to be of significant historical value.

Where the buildings have an operational use, as offices or museums for instance, they are classified as operational assets and are depreciated and valued on a rolling five year program.

Four of the buildings are considered to be heritage assets and in the category of National Treasures. These are assets which are incapable of meaningful valuation, in that there is no recognised method of traditional valuation which gives any degree of accuracy. Therefore these assets are held at nil value.

<u>Civic Plate & Regalia</u>
The Council owns a large collection of Civic Plate and Regalia which date back to the 19th century. This collection is stored, managed and cared for on behalf of the Council by NMAS in line with County Council and National Museums standards. The collection of Civic Plate and Regalia is reported in the Balance Sheet at market value. Individual items in the collection are periodically revalued by an external valuer with any surplus being credited to the revaluation reserve. Any deficit on revaluation, after utilisation of any revaluation reserve in respect of the individual asset, is reported in the Comprehensive Income and Expenditure Statement. The Civic Plate and Regalia collection are deemed to have indeterminate lives and a high residual value; hence the Council do not consider it appropriate to charge depreciation.

Paintings
The Council owns a collection of paintings which are stored, managed, insured, valued and cared for on behalf of the Council by NMAS in line with County Council and National Museums standards. The collection of paintings is reported in the Balance Sheet at insurance value. Individual items in the collection are periodically revalued by an external valuer with any surplus being credited to the revaluation reserve. Any deficit on revaluation, after utilisation of any revaluation reserve in respect of the individual asset, is reported in the Comprehensive Income and Expenditure Statement. The collection of paintings is deemed to have indeterminate lives and a high residual value; hence the Trustees do not consider it appropriate to charge depreciation.

Sculptures and Bronzes
The Council owns 25 sculptures and bronzes which are situated in external locations around the city. The Sculptures and Bronzes are reported in the Balance Sheet at insurance value and are periodically revalued by an external valuer with any surplus being credited to the revaluation reserve. Any deficit on revaluation, after utilisation of any revaluation reserve in respect of the individual asset, is reported in the Comprehensive Income and Expenditure Statement.

Statues, Architectural Ornamentation, Plaques, Fountains etc
The Council owns 60 of the above which are situated in external locations around the city. The assets are reported in the Balance Sheet at insurance value and are periodically revalued by an external valuer with any surplus being credited to the revaluation reserve. Any deficit on revaluation, after utilisation of any revaluation reserve in respect of the individual asset, is reported in the Comprehensive Income and Expenditure Statement

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

	Civic Plate & Regalia	**Paintings**	**Sculptures & Bronzes**	**Statues, Fountain etc**	**Buildings**	**Total Heritage Assets**
	£000	**£000**	**£000**	**£000**	**£000**	**£000**
Valuation						
1st April 2018	8,078	4,675	6,930	2,457	3,405	**25,545**
Additions	-	-	-	-	-	**-**
Disposals	-	-	-	-	-	**-**
Revaluations	-	-	-	-	-	**-**
31st March 2019	**8,078**	**4,675**	**6,930**	**2,457**	**3,405**	**25,545**
Valuation						
1st April 2019	8,078	4,675	6,930	2,457	3,405	25,545
Additions	-	-	-	-	8	8
Disposals	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
31st March 2020	**8,078**	**4,675**	**6,930**	**2,457**	**3,413**	**25,553**

Valuations

The Council's external valuer (Christopher Hartop and Juliet Nusser) carried out a full valuation of the collection of civic plate and regalia as at 31 January 2014. The valuations were based on commercial markets, including recent transaction information from auctions where similar types of silverware are regularly being purchased. . A review of these valuations was completed as at 31 January 2019 to ensure that they remain current, in accordance with the code requirements. No changes to the valuations were required.

There are two particularly significant exhibits within the collection which are:

- The Reade Salt - A rare and important Elizabeth I silver-gilt standing or drum salt (William Cobbold I 1568), valued by our external valuers as £2.5m

- The Howard Ewer and Basin - An early 17th century silver-gilt ewer and basin or rosewater dish (1617), valued by our external valuers as £2.0m

At any time approximately 50 percent of the collection of regalia and civic plate are on display in Shirehall museum, 34 percent in the Castle Museum and 15 percent in public meeting rooms at City Hall.

The Council's external valuer (Bonhams Fine Art Valuer and Auctioneers) carried out a full valuation of the collection of paintings, sculptures, bronzes, statues, plaques, fountains, memorials etc as at 31 March 2012.

In accordance with the accounting code a full valuation every five years is not required as there is no prescribed minimum period between valuations however, the code includes a requirement that authorities review the carrying amounts of these heritage assets carried at valuation with sufficient regularity to ensure they remain current.

In 2016-17 a review of the valuations was carried out by Bonhams who advised that the only piece that would need updating at this stage would be the Barbara Hepworth which was last valued at £1.3m. The Modern British Art specialists have provided an up-to-date auction estimate of £3.0m - £5.0m and for insurance suggested £6.0m.

A particularly significant exhibit within the collection is the portrait of Sir Harbord Harbord by Gainsborough. The portrait has been valued by an external valuer at £2.5m.

At any time approximately 17 percent of the collection of paintings are on display in the Castle Museum, 19 percent in Blackfriars Hall, 10 percent in public meeting rooms at City Hall, 9 percent in St Andrews Hall and 5 percent in Strangers Hall. The remaining items are held in storage but access is permitted to scholars and others for research purposes.

The Heritage buildings valuations were also reviewed by NPS in 2016 -17 who advised that no revaluations were required

In 2017/18 a review of the specialist valuation for the Gurney Clock was completed by Michlmayr Clock and Watchmakers Ltd. As a result of this the valuation is now £490k.

16. Investment Properties

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

	2019/20	**2018/19**
	£000	**£000**
Rental income from investment property	(4,932)	(3,841)
Direct operating expenses arising from investment property	1,285	1,187
Net (gains)/losses from fair value adjustments	3,594	2,697
Total	**(53)**	**43**

There are no restrictions on the Authority's ability to realise the value inherent in its investment property or on the Authority's right to the remittance of income and the proceeds of disposal. The Authority has no contractual obligations to purchase, construct or develop investment property or repairs, maintenance or enhancement. The following table summarises the movement in the fair value of investment properties over the year:

	2019/20	2018/19
	£000	£000
Balance at start of the year	65,931	56,729
Additions	43,112	19,722
Disposals	-	(4,061)
Net gains / (losses) from fair value adjustments	(3,594)	(2,697)
Transfers (to) / from Property, Plant & Equipment	228	(3,871)
Transfers (to) / from Long Term Debtors	-	109
Balance at end of year	**105,677**	**65,931**

The Additions figure in the table above includes expenditure on new investment property and on an extension to a current investment property Barnet House, Corby.

The revaluation gains are reversed out in the movement in Reserve Statement so as to have no impact on Council Tax requirement.

The introduction of IFRS 13 fair value measurement from 1 April 2015 resulted in a change in the classification of properties into different 'levels' which are based on the relevant fair value hierarchy.

Investment Property Fair Value Hierarchy
Details of the authority's investment properties and information about the fair value hierarchy as at 31 March 2020

Recurring fair value measurements using:	**Other significant observable inputs (level 2)**	**Significant unobservable inputs (level 3)**	**Fair value as at 31 March 2020**
	£000	**£000**	**£000**
Industrial	30,632	10,226	40,858
Offices	12,622	3,583	16,205
Other	26,144	6,799	32,943
Residential	1,131	-	1,131
Retail	12,869	1,672	14,541
Total	83,398	22,280	105,678

Investment Property Fair Value Hierarchy
Details of the authority's investment properties and information about the fair value hierarchy as at 31 March 2019

Recurring fair value measurements using:	Other significant observable inputs (level 2)	Significant unobservable inputs (level 3)	Fair value as at 31 March 2019
	£000	£000	£000
Industrial	7,568	10,186	17,754
Offices	6,285	920	7,205
Other	21,863	3,610	25,473
Residential	1,131	-	1,131
Retail	14,302	66	14,368
Total	51,149	14,782	65,931

There were no transfers between Levels 1 and 2 during the year

Valuation techniques used to determine Level 2 and 3 Fair values for Investment Properties

Valuation techniques used to determine Level 2 fair values for Investment Properties
The fair value of Level 2 investment property has been measured using a market approach, which takes into account comparable evidence for similar transactions, for similar properties in similar locations, with yields chosen by comparison to similar transactions adjusted to allow for factors such as lease terms, strength of covenant, rent review periods and other lease clauses, voids, etc.
There are significant observable inputs, including physical inspection of location, size, accommodation, facilities, suitability etc. detailed lease terms, strength of covenant, general repair and condition together with yield evidence from comparable transactions.

Valuation techniques used to determine Level 3 fair values for Investment Properties
The fair value of level 3 investment property, valuations have been based on comparable transactions to calculate gross development costs and gross development values to arrive at a residual land value.
The following factors have been also been taken into account: location and topography, title and legal constraints, planning advice, access and ground conditions.

The authority’s Investment properties categorised as Level 3 in the fair value hierarchy due to the fact that the measurement technique uses significant unobservable inputs to determine the fair value measurements (and there is no reasonably available information that indicates that market participants would use different assumptions).

Highest and Best use of Investment Properties

In estimating the fair value of the Authority’s investment properties, the highest and best use of the properties is deemed to be their current use.

Valuation Techniques
There has been no change in the valuation techniques used during the year for investment properties.

Reconciliation of fair value measurements (using significant observable inputs) categorised within Level 2 of the fair value hierarchy

	2019/20					
	Industrial	Offices	Other	Residential	Retail	Total
Investment Properties Level 2	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Opening balance	7,568	6,285	21,863	1,131	14,302	51,149
Reclassification to/from PPE	-	228	-	-	-	228
Transfer between disclosure category	(2,220)	2,220	-	-	-	-
Transfers into Level 2	(61)	(2,712)	(3,186)	-	(1,520)	(7,479)
Transfers out of Level 2	-	-	-	-	-	-
Total gains or (losses) for the period included in surplus or deficit on the provision of services resulting from changes in the fair value	(2,008)	(690)	126	-	73	(2,499)
Additions	27,352	7,291	7,342	-	14	41,999
Disposals	-	-	-	-	-	-
Balance at end of year	30,631	12,622	26,145	1,131	12,869	83,398

	2018/19					
	Industrial	Offices	Other	Residential	Retail	Total
Investment Properties Level 2	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Opening balance	7,231	7,580	6,512	1,131	12,908	35,362
Reclassification to OLB	-	-	-	-	20	20
Transfer between disclosure category	(4,079)	(392)	13,375	-	(7,467)	1,437
Transfers into Level 2	-	-	774	-	-	774
Transfers out of Level 2	(1,392)	(515)	(741)	2,940	-	292
Total gains or (losses) for the period included in surplus or deficit on the provision of services resulting from changes in the fair value	(474)	(29)	(616)	-	(711)	(1,830)
Additions	6,389	-	2,559	-	9,926	18,874
Disposals	(107)	(359)	-	(2,940)	(374)	(3,780)
Balance at end of year	**7,568**	**6,285**	**21,863**	**1,131**	**14,302**	**51,149**

Gains or losses arising from changes in the fair value of the investment property are recognised in surplus or deficit on the provision of services – financing and investment income and expenditure line.
The transfers out of level 2 were due to new lettings being agreed.

Reconciliation of fair value measurements (using significant unobservable inputs) categorised within Level 3 of the fair value hierarchy

	2019/20					
	Industrial	Offices	Other	Residential	Retail	Total
Investment Properties Level 3	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Opening balance	10,186	920	3,610	-	66	14,781
Reclassification to/from PPE	-	-	-	-	-	-
Transfer between disclosure category	-	-	-	-	-	-
Transfers into Level 3	61	2,712	3,186	-	1,520	7,479
Transfers out of Level 3	-	-	-	-	-	-
Total gains or (losses) for the period included in surplus or deficit on the provision of services resulting from changes in the fair value	(21)	(50)	(1,110)	-	86	(1,095)
Additions	-	-	1,113	-	-	1,113
Disposals	-	-	-	-	-	-
Balance at end of year	10,226	3,582	6,799	-	1,672	22,278

	2018/19					
	Industrial	Offices	Other	Residential	Retail	Total
Investment Properties Level 3	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Opening balance	13,039	446	4,875	2,940	66	21,365
Reclassification to OLB	-	-	(3,891)	-	-	(3,891)
Transfer between disclosure category	(3,959)	312	2,210	-	-	(1,437)
Transfers into Level 3	1,392	515	741	(2,940)	-	(292)
Transfers out of Level 3	-	-	(774)	-	-	(774)
Total gains or (losses) for the period included in surplus or deficit on the provision of services resulting from changes in the fair value	(34)	(353)	(370)	-	-	(757)
Additions	29	-	819	-	-	848
Disposals	(281)	-	-	-	-	(281)
Balance at end of year	**10,186**	**920**	**3,610**	**-**	**66**	**14,781**

Gains or losses arising from changes in the fair value of the investment property are recognised in surplus or deficit on the provision of services – financing and investment income and expenditure line.
The transfers into level 3 followed reassessment by the valuers.

Valuation process for Investment Properties

The fair value of the council's investment property is valued in a five year rolling programme; except for the year ended 31 March 2016 the whole portfolio was valued as at 1 April 2015 following the introduction of IFRS13.
All valuations are carried out by our external valuers NPS Property Consultants Ltd.
All valuations are carried out in accordance with methodologies and bases for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors.

Current year valuations were carried out by:

Gillian Knox MRICS (NPS)
Deborah O'Shea MRICS (NPS)

17. Intangible Assets

The Council accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The intangible assets are purchased software and licenses. The 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 carrying amount of intangible assets is amortised on a straight-line basis. Of the amortisation of £167,967 charged to revenue in 2019/20. Of the charges £159,199 related to software and all charges were made to the General Fund.

The movement on Intangible Asset balances during the year is as follows:

	2019/20	2018/19
	£000	**£000**
Balance at the start of the year		
· Net carrying amount	573	603
· Additions	218	227
· Disposals	(2)	-
Amortisation for the period	(168)	(257)
Disposals	-	-
Net Carrying amounts at the end of the year	**621**	**573**
Comprising:		
· Gross carrying amount	2,150	1,934
· Accumulated amortisation	(1,529)	(1,361)
	621	**573**

18. Financial Instruments

Accounting Policy

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

Financial liabilities are initially measured at fair value and subsequently measured at amortised cost. For the Council's borrowing this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest).

Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument.

Financial Assets

To meet new Code requirements, financial assets are now classified into one of three categories:

- 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 authority has a portfolio of a significant number of Decent Homes Loans and Home Improvement Loans to local residents. It does not have reasonable and supportable information that is available without undue cost or 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.

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 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.

Financial Assets 2019-20

	Non-Current		Current		Total
	Investments	Debtors	Investments	Debtors	
	£000	£000	£000	£000	£000
Fair value through profit and loss					
Amortised Cost	2,724	14,371	44,300	8,259	69,654
Fair value through other comprehensive income –designated equity instruments	2,128	-	-	-	2,128
Total financial assets	**4,852**	**14,371**	**44,300**	**8,259**	**71,782**
Non-financial assets	0	(3,163)	688	5,098	2,623
Total	**4,852**	**11,208**	**44,988**	**13,357**	**74,405**

Financial Liabilities 2019-20

	Non-Current		Current		Total
	Borrowings	Creditors	Borrowings	Creditors	
	£000	£000	£000	£000	£000
Fair value through profit and loss					
Amortised Cost	220,136	794	886	18,140	239,956
Total financial liabilities	**220,136**	**794**	**886**	**18,140**	**239,956**
Non-financial liabilities	-	2,011	-	15,259	17,270
Total	**220,136**	**2,805**	**886**	**33,399**	**257,226**

Financial Assets 2018-19

	Non-Current		Current		Total
	Investments	Debtors	Investments	Debtors	
	£000	£000	£000	£000	£000
Fair value through profit and loss					
Amortised Cost	2,724	16,790	49,710	8,259	77,483
Fair value through other comprehensive income –designated equity instruments	1,754	-	-	-	1,754
Total financial assets	**4,478**	**16,790**	**49,710**	**8,259**	**79,237**
Non-financial assets	0	1,395	489	4,581	6,465
Total	**4,478**	**18,185**	**50,199**	**12,840**	**85,702**

Financial Liabilities 2018-19

	Non-Current		Current		
	Borrowings	Creditors	Borrowings	Creditors	Total
	£000	£000	£000	£000	£000
Fair value through profit and loss					
Amortised Cost	199,900	902	806	17,684	219,292
Total financial liabilities	**199,900**	**902**	**806**	**17,684**	**219,292**
Non-financial liabilities	-	1,787	-	12,852	14,639
Total	**199,900**	**2,689**	**806**	**30,536**	**233,931**

Soft Loans

The Council has made a number of loans to residents in respect of decent home loans and home improvement loans at less than market rates (soft loans). There are a number of small loans making up the balance owing of £2.793m.

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 from the voluntary organisations, with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net gain required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account. The detailed decent home loans information is as follows:

Decent Homes Loans

	31-Mar-20	31-Mar-19
	£000	£000
Opening Balance	642	2,240
Remeasured carrying amounts at 1 April 2018 under IFRS 9	-	(1,500)
Fair value Adjustments	8	20
Loans Repaid	(45)	(118)
Balance Carried Forward	**605**	**642**
Nominal Value caried forward	**2,547**	**2,592**

The home improvement loans carrying value after fair value adjustments (minus £43K) total £203k.

Valuation Assumptions

The interest rate at which fair the fair value of this soft loan had been made is arrived at by taking the authority's prevailing cost of borrowing (5%). A review of the assets has identified a collective impairment required on the loans. These are shown within the Amounts Arising from Expected Credit Losses section of the Note.

Investments in equity instruments designated at fair value through other comprehensive income

The Council holds shares in Norwich Airport Limited and in two other companies associated with the Airport (Legislator 1656 and Legislator 1657) which originated through a policy initiative with other authorities to promote economic generation and tourism. As the asset is not held for trading or income generation, rather a longer term policy initiative the equity has been designated as fair value through comprehensive income.

The Authority has a shareholding in the Municipal Bonds Agency. The shares were subscribed to in order to fund the mobilisation and implementation phase of the Agency. As the asset is not held for trading or income generation, rather a longer term policy initiative the equity has been designated as fair value through comprehensive income. The shares are carried at cost of £100k as a proxy for fair value given the immaterial nature of the investment.

No financial assets measured at fair value through other comprehensive income have been impaired by a loss allowance.

The Council's investment in Norwich Regeneration Ltd, its wholly-owned subsidiary, remains at amortised costs as the company is included in the Council's group accounts.

	Nominal	Fair Value	Change in fair value during 2019/20	Dividends
	£000	£000	£000	£000
Norwich Airport Ltd shares	-	-	-	-
Legislator 1656 Ltd shares	-	2,028	634	365
Legislator 1657 Ltd shares	-	-	-	-
Municipal Bonds Agency shares	100	100	-	-
	100	**2,128**	**634**	**365**

The dividend has been treated as a capital receipt as it relates to the sale of the Council's shares in Norwich Airport in 2004.

Items of income, expense, gains or losses

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

	2019/20		2018/19	
	Surplus or Deficit on the Provision of Services	**Other Comprehensive Income and Expenditure**	**Surplus or Deficit on the Provision of Services**	**Other Comprehensive Income and Expenditure**
	£000	£000	£000	£000
Net gains/losses on:				
financial assets measured at amortised cost	(1,199)	-	(1,237)	-
investments in equity instruments designated at fair value through other comprehensive income	-	(1,198)	-	569
financial liabilities measured at amortised cost	8,236	-	8,161	-
Total net gains/losses	**7,037**	**(1,198)**	**6,924**	**569**
Interest revenue:				
financial assets measured at amortised cost	(1,199)	-	(1,237)	-
Total interest revenue	**(1,199)**	-	**(1,237)**	-
Interest expense:				
financial liabilities measured at amortised cost	8,236	-	8,161	-
Total interest expense	**8,236**	-	**8,161**	-

Fair Value of Financial Assets

Some of the authority's financial assets are measured at fair value on a recurring basis and are described in the following table, including the valuation techniques used to measure them.

Recurring fair value measurements	**Input level in fair value hierarchy**	**Valuation technique used to measure fair value**	**31-Mar-20**	**31-Mar-19**
Fair Value through Other Comprehensive Income				
Norwich Airport Ltd shares	Level 3	Market approach – earnings based		260
Legislator 1656 Ltd shares*	Level 3	Market approach – adjusted net assets	2,028	1,394
Legislator 1657 Ltd shares	Level 3	Market approach – adjusted net assets	-	-
Total			2,028	1,654

* The reduction in the fair value of the Legislator shareholding is due to the declaration of a dividend of £567,000. The dividend has been treated as a capital receipt as relates to the sale of the Council's shares in Norwich Airport in 2004.

The Council's shareholding in Norwich Airport and legislator companies are not traded in an active market. The fair value of £1.654m has been based on valuation techniques that are not based on observable current market transactions or available market data. The valuation has been made by an independent third party based on an analysis of the assets and liabilities in the companies' latest audited accounts.

There have been no transfers between levels of the Fair Value Hierarchy and no changes in valuation techniques used during the year.

Except for the financial assets carried at fair value (described in the table above), all other 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 premature repayment rates/prevailing market rates (choose which one is being used) have been applied to provide the fair value under PWLB debt redemption procedures. An additional note to the tables sets out the alternative fair value measurement applying the premature repayment/borrowing rates (the alternative to the above), highlighting the impact of the alternative valuation;
- For non-PWLB loans payable, PWLB premature repayment rates/prevailing market rates (choose which one is being used) 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

Finacial Liabilities	31-Mar-20		31-Mar-19	
	Carrying amount	Fair value	Carrying amount	Fair value
	£000	£000	£000	£000
Long term PWLB debt	214,107	236,515	194,107	227,223
Long term non-PWLB debt	6,029	8,823	5,793	8,724
Short term Borrowing	886	0	806	806
Short term creditors	18,032	18,032	17,583	17,583
Short term finance lease liability	107	107	101	101
Long term creditors	-	-	-	-
Long term finance lease liability	794	794	902	902
Total Liabilities	**239,955**	**264,271**	**219,292**	**255,339**

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.

Financial Assets	31-Mar-20		31-Mar-19	
	Carrying amount	Fair value	Carrying amount	Fair value
	£000	£000	£000	£000
Short term investments	44,300	44,331	49,710	49,779
Long term investments	2,128	2,128	1,754	1,754
Short term debtors	7,810	7,810	8,259	8,259
Long term debtors	14,371	14,371	16,790	16,790
Total Assets	**68,609**	**68,640**	**76,513**	**76,582**

The long-term investment classified as Amortised Cost has not been included in the table above. This is because as the Council has no immediate plans to sell its subsidiary, the Council believes that the cost of obtaining valuations for this investment would be disproportionate to the benefits to users of the financial statements. The investment is fully consolidated into the Group Accounts.

As at 31 March 2020 the Council held £15m in Money Market Funds (shown within the comparative short term investments). At the inception of the investments, the purpose was solely to collect the repayment of interest and principle. 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.

Nature and Extent of Risks Arising from Financial Instruments

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 implementing restrictions to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and the associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Treasury Management in the Public Services Code of Practice and Investment Guidance issued through the Act.

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 at annually to Members.

The annual treasury management strategy which incorporates the prudential indicators was approved by Council on 13 February 2019. The key issues within the strategy were:

- The Authorised Limit for 2019/20 was set at £373.9m. This is the maximum limit of external borrowings or other long term liabilities.
- The Operational Boundary was expected to be £343.9m. This is the expected level of debt and other long term liabilities during the year.
- The maximum amounts of fixed and variable interest rate exposure were set at 100% and 20% based on the Council's net debt.
- The maximum and minimum exposures to the maturity structure of debt are shown within this note.

Credit risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet minimum credit ratings from the three major credit ratings agencies. The Annual Investment Strategy also imposes a maximum sum to be invested with a financial institution located within each rating category and country. The Annual Investment Strategy is contained within the Council's approved Treasury Management Strategy.

The Annual Investment Strategy also considers maximum amounts and time limits in respect of each financial institution. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined above. Additional selection criteria are also applied after this initial criterion is applied. The key areas of the Investment Strategy are that the minimum criteria for investment counterparties include:

- Credit ratings of Short Term of F1, Long Term A, Support C and Individual 3 (Fitch or equivalent rating), with the lowest available rating being applied to the criteria.
- UK institutions provided with support from the UK Government;

- Building societies with assets in excess of £2bn

Commercial Tenants are assessed, taking into account their financial position, past experience via trade and bank references, if these are not available then rent deposits may be requested or a guarantor required. Heads of Terms state rent liability and commitments in accordance with parameters set by Norwich City Council.

Norwich City Council has debentures, unquoted equity investments and loans to related parties where there is no observable market or historical experience of default and has assessed the credit risk as nil.

The following analysis summarises the Council's maximum exposure to credit risk:

	Amount	Historical experience of default	Estimated maximum exposure to default	Estimated maximum exposure to default
	£000	%	£000	£000
	31-Mar-20		31-Mar-20	31-Mar-19
Customers	3,855	12%	463	399

No breaches of the Council's counterparty criteria occurred during the reporting period and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits and bonds.

The Council does not generally allow credit for its customers, such that £3.855m of the balance is past its due date for payment. The past due amount can be analysed by age as follows:

	31-Mar-20	31-Mar-19
	£000	£000
Less than three months	2,194	1,828
Three to six months	508	285
Six months to one year	196	166
More than one year	957	1,043
Total	**3,855**	**3,322**

The current provision of £1.285m for sundry debt covers 33% of the balance.

Amounts Arising from Expected Credit Losses

The changes in loss allowance during the year are as follows:

	12mth Expected Credit losses	Lifetime Expected Credit Losses – simplified approach	Total
	£000	£000	£000
Opening balance as at 1 April 2019	-	**(6,385)**	**(6,385)**
Movement in loss allowance	-	**(4,432)**	**(4,432)**
Other changes	-	-	-
As at 31 March 2020	-	(10,817)	(10,817)
Opening balance as at 1 April 2018	-	**(6,290)**	**(6,290)**
Movement in loss allowance	-	(95)	(95)
Other changes	-	-	-
As at 31 March 2019	-	**(6,385)**	**(6,385)**

Liquidity risk

The Council has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen, the Council has immediate access to liquid investments as well as ready access to borrowings from the money markets and the Public Works Loans Board. There is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. The maturity analysis of financial liabilities is as follows:

	2019/20	2018/19
	£000	£000
Repayable between:		
less than one year	44,300	49,710
Between 1 & 2 years	-	-
	44,300	**49,710**

Refinancing & Maturity Risk

The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes:

- monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and
- monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

The maturity analysis of financial liabilities is as follows, with the maximum and minimum limits for fixed interest rates maturing in each period (approved by Council in the Treasury Management Strategy):

	Approved Maximum Limit	Approved Maximum Limit	Actual	Actual
			31-Mar-20	31-Mar-19
			£000	£000
Less than 1 year	0%	10%	886	806
Between 1 & 2 years	0%	10%	2,500	-
Between 2 & 5 years	0%	40%	57,459	57,459
Between 5 & 10 years	0%	70%	115,200	117,700
10 years and above	0%	70%	27,251	24,231
			203,296	**200,196**
Perpetually irredeemable loan stock	0%	10%	510	510
			203,806	**200,706**

Market risk

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 Income and Expenditure Account 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 Income and Expenditure Account 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, subject to influences from Government grants (i.e. HRA). 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.

If all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

	£000
Increase in interest payable on variable rate borrowings (all Norwich City Council borrowing is at fixed rate)	-
Increase in interest receivable on variable rate investments	392
Impact on Surplus or Deficit on Provision of Services	392
Decrease in fair value of fixed rate borrowings liabilities (no impact CIES)	(17,591)

The impact of a 1% fall in interest rates on interest receivable would be £ (296)k – where the fall of 1% would take the interest lower than zero, this interest received has been taken as zero. The impact of a 1% fall in interest rates on the fair value of fixed rate borrowing liabilities would be as above, but with the movement being reversed.

Price risk - The Council, excluding the pension fund, does not generally invest in equity shares or marketable bonds. However it does have shareholdings at a cost of £0.824m in Norwich Airport. Whilst these holding are generally illiquid, the Council is exposed to losses arising from movements in the price of the shares.

As the shareholdings have arisen in the acquisition of specific interests, the Council is not in a position to limit its exposure to price movements by diversifying its portfolio. Instead it only acquires shareholdings in return for "open book" arrangements with the company concerned so that the Council can monitor factors that might cause a fall in the value of specific shareholdings.

Foreign exchange risk - The Council has no financial assets or liabilities denominated in foreign currencies at the balance sheet date. It therefore has no exposure to loss arising from movements in exchange rates.

19. Long Term Investments

Equity Shareholding in Subsidiary

In October 2016 the council disposed of land at Bowthorpe to its wholly owned subsidiary Norwich Regeneration Limited in exchange for 22,000 £100 shares in the company. During 2018/19 the Council invested an additional £0.524m in the form of cash equity into the company.

Norwich Airport Ltd

As part of a Public Private Partnership Agreement, 80.1% of the shares held in Norwich Airport Ltd (NAL) by Norfolk County Council and Norwich City Council were sold in March 2004 to Omniport Ltd., thereby taking NAL out of local Council control. The remaining shares were held by the City Council (6%), the County Council (9%) and a jointly owned Local Authority company, Legislator 1656 (4.9%).

During 2019/20 Norwich City Council, Norfolk County Council and Legislator 1656 sold their remaining shareholding in Norwich Airport Ltd.

A second jointly owned Local Authority Company - Legislator 1657, a wholly owned subsidiary of Legislator 1656 - holds some land associated with the airport which was excluded from the sale to Omniport. The City Council holds 40% of Legislator 1656, with Norfolk County Council holding the other 60%, effectively giving the City Council a further holding of 2% in NAL.

Norwich City Council has an interest in Legislator Companies 1656 and 1657 which has been assessed as out of scope for the purposes of Group Accounts.

In 2018/19, as part of the implementation of IFRS 9, the shareholdings in Norwich Airport Ltd, Legislator 1656 and Legislator 1657 were subject to an independent professional valuation and held in the accounts at fair value. In 2019/20 these valuations have been updated to reflect the latest fair value information available.

20. Long Term Debtors

	2019/20			2018/19
	Debtors	Provision for Bad Debt	Net Debtors	Net Debtors
	£000	£000	£000	£000
Advances for House Purchase: Council Houses Sold	3	-	**3**	3
Norfolk County Council Transferred Debt	635	-	**635**	731
Deferred Capital Receipt Sale of Airport Shares	-	-	**-**	-
Deferred Capital Receipt – Livestock Market	-	-	**-**	-
Decent Home Loans	605	-	**605**	642
Finance Lease > 1 year	1,808	-	**1,808**	1,183
Home Improvement Loans	203	-	**203**	203
Local Authority Mortgage Scheme	-	-	**-**	-
Housing Benefit Overpayments	5,947	(4,496)	**1,451**	2,074
Shared Equity Dwellings	248	-	**248**	237
SALIX	294	-	**294**	330
Debts with legal charge over property	207	-	**207**	42
Wholly owned subsidiary	9,400	(4,000)	**5,400**	12,400
Other Long Term Debtors	355	-	**355**	341
Total	**19,705**	**(8,496)**	**11,209**	**18,186**

Long Term Debtors include:

Wholly Owned Subsidiary Loan – the Council has advanced a loan to its wholly owned subsidiary Norwich Regeneration Ltd. The balance outstanding on the loan at 31 March 2020 was £9.4m. The company is using the loan to finance its house building at the Threescore site.

The authority recognises expected credit losses on all of its financial assets. Current analysis of the company's financial position shows that the council's loan to the company might not be fully recoverable. Under accounting standards an assessment of the expected loss has been estimated and an allowance of £4m has been recognised.

21. Short Term Investments

The amounts invested at 31 March were as follows:

		2019/20	2018/19
		£000	£000
Banks		4,000	11,000
Building Societies		-	3,000
Local Authority		5,000	12,000
Total Short Term Investments		**9,000**	**26,000**

22. Short Term Debtors

		2019/20	2018/19
		£000	£000
Central Government Bodies		2,581	4,360
Other entities & individuals		8,174	5,825
Other Local Authorities		2,160	2,655
Total Short Term Debtors		**12,915**	**12,840**

23. Cash & Cash Equivalents

Cash equivalent short term deposits are those for a period of 3 months or less at inception and represent the lending of surplus monies to other local authorities and major financial institutions

		2019/20	2018/19
		£000	£000
Cash held by Council		12	14
Bank current accounts		1,977	6,185
Short term deposits with banks		10,000	8,000
Short term deposits with building societies		-	-
Short term deposits with Debt Management Office		-	6,000
Short term deposits with local authorities		9,000	4,000
Money Markets		15,000	-
Total Cash & Cash Equivalents		**35,989**	**24,199**

24. Assets Held for Sale

		Current	
		2019/20	2018/19
		£000	£000
Balance outstanding at 1 April		**380**	**199**
Assets newly classified as held for sale:			
Property, Plant & Equipment		695	745
Assets declassified as held for sale:			
Property, Plant & Equipment		-	-
Asset disposals		(985)	(575)
Other movements		41	11
Balance outstanding at 31 March		**131**	**380**

25. Short Term Creditors

	2019/20	2018/19
	£000	£000
Central Government Bodies	7,053	5,119
Other Local Authorities	14,030	11,201
National Health Bodies	3	9
Trade Creditors	6,145	9,542
Receipts in Advance	3,663	1,661
Other entities & individuals	2,506	3,004
Total Short Term Creditors	**33,400**	**30,536**

26. Long Term Creditors

	2019/20	2018/19
	£000	£000
Developer Contributions	1,533	1,507
Lease Liability	794	902
Rent Prepayments	387	199
SALIX	91	81
Total Long Term Creditors	**2,805**	**2,689**

27. Provisions

Accounting Policy

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), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

	2019/20	2018/19
	£000	£000
Balance at 1 April	3,517	2,561
Movement in provisions	(383)	956
Balance at 31 March	**3,134**	**3,517**

The provision includes £3.1348m (2018/19: £2.718m) in respect of Non-Domestic Rates appeals following the introduction of Business Rates Retention on 1 April 2013.

The 2018/19 provision balance included £0.8m in respect of Norwich Livestock Market. This was a capital receipt that was paid to the Council in March 2017 following the surrender of the lease on the Norwich Livestock Market. A judicial review concluded that Norwich City Council must have a property interest in a livestock market in order to fulfil its statutory obligations under the Norwich City Council Act 1984. As a result of the judicial review findings the Council's lease with Norwich Livestock Market was re-established. Following the re-establishment of the lease the capital receipt was repaid in 2019/20. No further provision remains in relation to this.

28. Usable Reserves

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

29. Unusable Reserves

		2019/20	2018/19
		£000	£000
Revaluation Reserve		76,632	74,600
Financial Instruments Revaluation Reserve		2,028	830
Capital Adjustment Account		669,398	679,756
Financial Instruments Adjustments Account		(822)	(826)
Deferred Capital Receipts		1,635	956
Pensions Reserve		(169,562)	(204,103)
Collection Fund Adjustment Account		1,477	1,507
Total Unusable Reserves		**580,786**	**552,720**

<u>Revaluation Reserve</u>

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

- 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.

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date at which the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	2019/20		2018/19
	£000	£000	£000
Balance at 1 April		74,600	**73,434**
Upward revaluation of assets	8,644		15,444
Downward revaluation of assets & impairment losses not charged to the Surplus/Deficit on the Provision of Services	(5,080)		(13,178)
Surplus or deficit on revaluation of non-current assets not posted to the Surplus/Deficit on the Provision of Services		**3,564**	**2,266**
Difference between fair value depreciation & historical cost depreciation	(632)		(749)
Accumulated gains on assets sold or scrapped	(702)		(351)
Amount written off to the Capital Adjustment Account		**(1,334)**	**(1,100)**
Other movements		(198)	-
Balance at 31 March		**76,632**	**74,600**

Financial Instruments Revaluation Reserve

The Financial Instruments Revaluation Reserve contains the gains made by the authority arising from increases in the value of its investments that are measured at fair value through other comprehensive income. The balance is reduced when investments with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- disposed of and the gains are realised.

	2019/20		2018/19
Financial Instruments Revaluation Reserve	£000	£000	£000
Balance at 1 April	830		1,399
Upward revaluation of investments	-		
Downward revaluation of investments	1,198		(569)
Change in impairment loss allowances			
		2,028	**830**
Accumulated gains or losses on assets sold and maturing assets written out to the Comprehensive Income and Expenditure Statement as part of Other Investment Income	-		
Accumulated gains or losses on assets sold and maturing assets written out to the General Fund Balances for financial assets designated to fair value through other comprehensive income	-		
Balance at 31 March		**2,028**	**830**

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Council 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 Council.
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. Note 9 provides detail of the source of all the transactions posted to the Account, apart from those involving the Revaluation reserve.

Capital Adjustment Account	2019/20		2018/19
	£000	£000	£000
Balance at 1 April		**679,756**	**681,293**
IFRS9 adjustment			(1,500)
Revised Balance at 1 April		**679,756**	**679,793**
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income & Expenditure Statement:			
Charges for depreciation & impairment of non current assets	(24,846)	-	(20,572)
Revaluation gains / (losses) on Property, Plant & Equipment	(2,600)		5,015
Revenue expenditure funded from capital under statute	(6,190)		(5,828)
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income & Expenditure Statement	(10,533)		(12,329)
Difference between historic cost & carrying value depreciation	632		749
Net written out amount of the cost of non-current assets consumed in the year		**(43,537)**	**(32,965)**
Adjusting amounts written out of the Revaluation Reserve		702	351
Net written out amount of the cost of non-current assets consumed in the year		**(42,835)**	**(32,614)**
Capital financing applied in the year:			
Use of the Capital Receipts Reserve to finance new capital Expenditure	6,897		5,607
Use of the Major Repairs Reserve to finance new capital expenditure	16,750		11,805
Capital grants & contributions credited to the Comprehensive Income & Expenditure Statement that have been applied to capital financing	1,956		1,657
Application of grants to capital financing from the Capital Grants Unapplied Account	3,793		3,860
Statutory provision for the financing of capital investment charged against the General Fund & HRA balances	669		412
Capital expenditure charged against the General Fund & HRA balances	5,797		11,984
		35,862	**35,325**
Movements in the market value of Investment Properties debited or credited to the Comprehensive Income & Expenditure Statement		(3,594)	(2,697)
Movement in the Donated Assets Account credited to the Comprehensive Income and Expenditure Statement		56	67
HRA Self Financing Debt		-	-
Other		153	(118)
Balance at 31 March		**669,398**	**679,756**

Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions. The Council uses the Account to manage premiums paid on the early redemption of loans. Premiums are debited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund Balance to the Account in the Movement in Reserves Statement. Over time, the expense is posted back to the General Fund Balance in accordance with statutory arrangements for spreading the burden on Council tax. In the Council's case, this period is the unexpired term that was outstanding on the loans when they were redeemed. As a result, the balance on the Account at 31 March 2018 will be charged to the General Fund over the next 15 years.

	2019/20	2018/19
	£000	£000
Financial Instruments Adjustment Account		
Balance at 1 April	**826**	**919**
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	-	(81)
	826	**838**
Amount by which finance costs charged to the Comprehensive Income & Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	(4)	(12)
Balance at 31 March	**822**	**826**

Deferred Capital Receipts Reserve

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of noncurrent assets but for which cash settlement has yet to take place. Under statutory arrangements, the Council does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.

	2019/20	2018/19
	£000	£000
Deferred Capital Receipts Reserve		
Balance at 1 April	**956**	**1,433**
IFRS9 Adjustment	(399)	(399)
Balance at 1 April	**956**	**1,034**
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	2,250	-
Transfer to the Capital Receipts Reserve upon receipt of cash	(1,571)	(78)
Balance at 31 March	**1,635**	**956**

Pensions Reserve

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

	2019/20	2018/19
	£000	£000
Pensions Reserve		
Balance at 1 April	**(204,103)**	**(177,895)**
Actuarial gains or (losses) on pensions assets & liabilities	39,807	(16,057)
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income & Expenditure Statement	(13,149)	(17,518)
Employer's pensions contributions & direct payments to pensioners payable in the year	7,346	6,738
Non-Council Employer's pensions contributions payable in the year in respect of TUPE'd employees still in pension fund	538	628
Balance at 31 March	**(169,561)**	**(204,103)**

Collection Fund Adjustment Account
The Collection Fund Adjustment Account manages the differences arising from the recognition of Council tax and business rates income in the Comprehensive Income and Expenditure Statement as it falls due from Council tax payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

	2019/20	2018/19
Collection Fund Adjustment Account	£000	£000
Balance at 1 April	**(1,507)**	**(263)**
Amount by which Council tax income credited to the Comprehensive Income & Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	269	(15)
Amount by which NNDR income credited to the Comprehensive Income & Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	(239)	1,785
Balance at 31 March	**(1,477)**	**1,507**

30. Cash Flow Statement – Operating Activities

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements. The cash flows for operating activities include the following items:

	2019/20	2018/19
	£000	£000
Interest received	(1,125)	(1,125)
Interest paid	8,220	8,220
	7,095	**7,095**

	2019/20	2018/19
	£000	**£000**
Depreciation	17,986	17,346
Amortisation	168	257
Impairment and revaluations	14,370	8,323
Reductions in the fair value of soft loans (non Subsidiary) made in the year	102	91
Soft Loans (non Subsidiary) – interest adjustment credited to the CIES during the year	(120)	(121)
(Decrease)/Increase in provision for doubtful debts re: Loans and Advances	1,044	(447)
Increase/(Decrease) in Interest Creditors	55	(62)
Increase/(Decrease) in Creditors	5,341	353
(Increase)/Decrease in Debtors	(1,884)	1,367
Contributions to Provisions	416	956
Carrying amount of non-current assets sold	9,678	12,286
Movement in Investment Property values	3,594	2,588
	50,750	**42,937**

The adjustment for items in the net surplus or deficit on the provision of services that are investing and financing activities is comprised of:

	2019/20	2018/19
	£000	**£000**
Capital grants credited to surplus or deficit on the provision of services	(1,984)	(1,657)
Proceeds from the sale of property, plant and equipment and investment properties	(14,417)	(15,965)
	(16,401)	**(17,622)**

31. Cash Flow Statement – Investing Activities

	2019/20	2018/19
	£000	**£000**
Purchase of property, plant & equipment, investment property & intangible assets	(72,951)	(47,508)
Other Capital Payments	(800)	(24)
Purchase of short term & long-term investments	(201,760)	(110,524)
Other payments for investing activities	(3,021)	(921)
Other receipts from investing activities	6,000	-
Proceeds from the sale of property, plant & equipment, investment property & intangible assets	14,417	15,965
Other Capital Cash Receipts	781	1,313
Capital grants received	1,294	1,227
Proceeds from short term & long-term investments	219,958	107,000
Net cash flows from investing activities	**(36,082)**	**(33,472)**

32. Cash Flow Statement – Financing Activities

	2019/20	2018/19
	£000	£000
Cash payments for the reduction of the outstanding liabilities relating to finance leases	(101)	(96)
Cash receipts of short and long term borrowing	20,262	-
Repayments of short- & long-term borrowing	-	(2,000)
Other receipts /(payments) for financing activities	(812)	3,977
Net cash flows from financing activities	**19,349**	**1,881**

33. Trading Operations

The Authority has established various trading units where the service manager is required to operate in a commercial environment and balance their budget by generating income from other parts of the authority or other organisations. The financial results for which are disclosed below:

	2019/20			2018/19
	Expenditure	Income	(Surplus) / Deficit	(Surplus) / Deficit
	£000	£000	£000	£000
Car Parks	3,853	(6,042)	(2,189)	(3,398)
Industrial Estates	(72)	(589)	(661)	(925)
Corporate Estates	3,404	(4,806)	(1,402)	311
Civic Halls	533	(209)	324	805
Markets	701	(827)	(126)	708
Net (Surplus) / Deficit	**8,419**	**(12,473)**	**(4,054)**	**(2,499)**

The decrease in surplus on Car Parks during 2019/20 is related to higher capital charges.

The increase in surplus on Corporate Estates in 2019/20 is related to a reduction in capital charges and the increase of income due to new acquisitions during the year.

The higher deficit in 2018/19 on Markets was the result of the prior year provision detailed in note 27.

34. Associates

Norwich City Council has three associate companies; NPS Norwich Limited, Norwich Norse Environmental Limited and Norwich Norse Building Limited– see disclosure of services produced in note 47. In line with the service level agreements, Norwich City Council is entitled to an amount equivalent to 50% of any pre-tax profits as a discount on charges. An estimate of the pre-tax discounts has been accrued in the accounts. There is no other entitlement to the Council in terms of dividends or rights to retained earnings. The draft unaudited performance of the associates is shown below.

		NPS (Norwich) Ltd		Norwich/Norse Environmental Ltd		Norwich Norse Building Ltd	
		2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
		£000	£000	£000	£000	£000	£000
Profit & Loss Account							
Operating Profit		73	89	124	113	124	123
Interest (Payable) /Receivable		-	-	(2)	-	-	-
Profit on Ordinary Activities before Corporation Tax		**73**	**89**	**122**	**113**	**124**	**123**
Corporation Tax		(13)	(17)	(22)	(15)	(23)	(34)
Retained Profit for the financial year		**60**	**72**	**100**	**98**	**101**	**89**
Balance Sheet							
Profit & Loss b/f		**885**	**813**	**508**	**410**	**390**	**301**
Profit & Loss for the financial year		60	72	100	98	101	89
Profit & Loss reserve c/f		**945**	**885**	**608**	**508**	**491**	**390**

35. Agency Services

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

The City Council is a member of four Joint Committees – Norfolk Joint Museums and Archaeology Committee, Norfolk Joint Records Committee, Norfolk Highways Joint Committee and CNC Building Control Consultancy Joint Committee (Building Control Partnership).

The Norwich Highways Joint Committee oversees the operation of the Highways Agency Agreement providing the services for highways, traffic management and on-street car parking. The Council acts as agent for the County in relation to the work governed by the Joint Committee. The amounts of income and expenditure for 2019/20 and 2018/19 are as follows:-

Highways	**2019/20**	**2018/19**
	£000	**£000**
Expenditure	2,342	2,426
Income	(2,223)	(2,384)
(Surplus) / Deficit	**119**	**42**
On-Street Car parking	**2019/20**	**2018/19**
	£000	**£000**
Expenditure	1,267	1,101
Income	(1,334)	(1,448)
(Surplus) paid over to Norfolk County Council	**(67)**	**(347)**

The non-agency elements of the Norwich Highways Joint Committee are not material.

The Council's interest in the Norfolk Joint Museums and Archaeology Committee and the Norfolk Joint Records Committee are not material.

On 1st November 2012 the Norwich Business Improvement District was launched. A Business Improvement District (BID) is a defined area within which businesses pay an additional tax or fee in order to fund projects within the district's boundaries.

On 1st November 2017 a new five year BID agreement was launched, covering an expanded geographic area.

The council acts as agent for Norwich BID by billing and collecting the additional tax.

Business Improvement District	**2019/20**	**2018/19**
	£000	**£000**
Billed	907	913
Collected	(889)	(938)
Paid over to Norwich BID	**881**	**876**

36. Members' Allowances

The total of members' allowances paid in the year was £377,399 (2018/19 £368,445) in accordance with the Members' Allowance Scheme as set out in Appendix 16 of the Council's Constitution.

37. Officers Remuneration

Post Holder	Salary (incl Fees & allowances)	Expenses	Compensation for loss of office	Total Remuneration (excl Pension contributions)	Pension Contributions	Total Remuneration (incl Pension contributions)
	£	£	£	£	£	£
Chief executive officer 2019/20 [1]	29,972	-	-	29,972	4,346	34,318
Chief executive officer 2019/20 [2 3]	102,576	-	-	102,576	13,369	115,945
Chief executive officer 2018/19 [2 3]	117,306	-	-	117,306	16,966	134,272
Interim Director of place 2019/20 [4]	42,131	-	-	42,131	6,037	48,168
Director of regeneration & development 2019/20 [5]	34,030	-	-	34,030	4,859	38,889
Director of regeneration & development 2018/19	83,391	-	-	83,391	12,055	95,446
Director of strategy & culture 2019/20	95,308	-	-	95,308	13,819	109,127
Director of customers & culture 2018/19	91,455	-	-	91,455	13,261	104,716
Director of people & neighbourhoods 2019/20	85,280	-	-	85,280	12,297	97,577
Director of resources 2019/20 [2]	87,438	-	-	87,438	12,297	99,735
Director of business services 2018/19 [2]	84,171	-	-	84,171	12,055	96,226
Interim chief finance officer (S151) 19/20 [6]	22,884	-	-	22,884	5,012	27,896
Chief finance officer (S151) 19/20 [7]	55,961	-	-	55,961	5,829	61,790
Chief finance officer (S151) 18/19	79,669	-	-	79,669	-	79,669
TOTAL 2019/20	**459,847**	**-**	**-**	**459,847**	**66,377**	**526,224**
TOTAL 2018/19	**555,395**	**-**	**-**	**555,395**	**65,825**	**633,275**

[1] Chief executive officer started full time in January 2020

[2] Remuneration includes payments made in respect of election duties for the Chief executive and Director of business services

[3] Chief executive officer worked 4 days; and retired December 2019.

[4] Interim Director of place started September 2019.

[5] Director of regeneration & development retired August 2019.

[6] Interim chief finance officer (S151) started December 2019, and is employed by LGSS shared services.

[7] Chief finance officer (S151) officer finished November 2019, and was employed by LGSS shared services.

Senior officer's remuneration disclosed on the tables above is included in the bandings in the table below.

The number of employees whose remuneration, excluding pension contributions, was £50,000 or more in bands of £5,000 was:

Remuneration Band		2019/20	2018/19
£50,000 to £54,999		9	5
£55,000 to £59,999		2	1
£60,000 to £64,999		2	1
£65,000 to £69,999		4	5
£70,000 to £74,999		1	-
£75,000 to £79,999		-	-
£80,000 to £84,999		-	3
£85,000 to £89,999		2	-
£90,000 to £94,999		-	1
£95,000 to £99,999		1	-
£100,000 to £104,999		1	-
£105,000 to £109,999		-	-
£110,000 to £114,999		-	-
£115,000 to £119,999		-	1
£120,000 to £124,999		-	-
		22	**17**

The number of exit packages with total cost per band and total of the compulsory and other redundancies are set out in the table below:-

2019/20					
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
£0 - £20,000		-	-	-	-
£20,001 - £40,000		-	-	-	-
£40,001 - £60,000		-	-	-	-
£60,001 - £80,000		-	-	-	-
£80,001 - £100,000		1	-	1	95,820
£100,001 - £150,000		-	1	1	181,975
Total		**1**	**1**	**2**	**277,795**

2018/19					
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
£0 - £20,000		1	9	10	59,116
£20,001 - £40,000		-	-	-	-
£40,001 - £60,000		-	-	-	-
£60,001 - £80,000		-	-	-	-
£80,001 - £100,000		-	-	-	-
£100,001 - £150,000		-	-	-	-
Total		**1**	**9**	**10**	**59,116**

38. External Audit Costs

The Authority has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors.

In 2019/20 and 2018/19 the following fees were payable by the Council to our external auditors.

	2019/20		2018/19
	£000		£000
Fees payable to the External Auditors with regard to external audit services carried out by the appointed auditor for the year	100		66
Fees payable to external auditors for the certification of grant claims and returns for the year	25		27
Fees payable in respect of any other services provided by external auditors during the year	-		-
Total	**125**		**93**

The scale fee set by Public Sector Audit Appointments Ltd (PSAA) for 2019/20 is £62k. An additional £38k has been recognised in year based on likely further costs associated with audit work on the group consolidation and migration to a new accounting system. The final scale fee will be subject to agreement with the external auditors and PSAA.

39. Grants Income

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2019/20:

	2019/20	2018/19
	£000	£000
Credited to Taxation & Non-Specific Grant Income		
Revenue Support Grant	-	(982)
Local Strategic Partnership - Second Homes	(12)	(61)
New Homes Bonus	(676)	(837)
NNDR Administration Grant	(273)	(268)
Small Business Rate Relief Grant	(2,931)	(2,253)
Other Grants (Non Capital)	(475)	(359)
Sub-Total inc NNDR	**(4,367)**	**(4,760)**
Capital Grants & Contributions		
Community Infrastructure Levy (Funding from developers)	(1,220)	(417)
Community Infrastructure Levy (Funding from GNGB Strategic Pool)	(93)	(98)
Disabled Facilities Grant	(1,133)	(1,203)
Capital Grant Income (Government bodies)	(610)	(385)
Capital Grants & contribution income (non Government)	(1,005)	(472)
Sub Total	**(4,061)**	**(2,575)**
Capital Grants & Contributions(REFCUS expenditure)		
Capital Grants & contribution income (from Non Government Bodies)	(10)	(5)
Sub Total	**(10)**	**(5)**
Total	**(8,438)**	**(7,340)**
Credited to Services		
Rent Allowance Subsidy	(22,539)	(25,615)
Rent Rebate Subsidy	(24,764)	(29,472)
Discretionary Housing Payments	(389)	(470)
Housing Benefit Administration Grant	(627)	(752)
Homelessness & Rough Sleeping Initiatives	(1,257)	-
Other Revenue Grants & Contributions (from Government)	(1,263)	(1,604)
Other Non Govt revenue grants and contributions	(155)	(255)
Sub Total	**(50,994)**	**(58,168)**

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. The balances at the year-end are as follows:

CURRENT LIABILITIES		2019/20	2018/19
		£000	£000
Grants Receipts in Advance (Capital Grants)			
Home and Communities Agency Capital Grant		(12)	(12)
DECC Green Deal Community Fund		(6)	(6)
Developers Contributions (S.106)		(470)	(686)
Total		**(488)**	**(704)**
Grants Receipts in Advance (Revenue Grants)			
MHCLG NNDR S31 grant 20-21 (CGBC)		(3,098)	-
Other Government Grants & Contributions		(486)	(617)
Other Non Government Grants & Contributions		(1,310)	(398)
LEGI Re Guildhall		(50)	(50)
SALIX		(18)	-
Developers Contributions (S.106)		(331)	(326)
Total		**(5,293)**	**(1,391)**
LONG TERM LIABILITIES			
		£000	£000
Grants Receipts in Advance (Capital Grants)			
Disabled Facilities Grant		-	-
Land Release Fund Grant		(71)	(627)
Other Government Grants & Contributions		(28)	(28)
Developers Contributions (S.106)		(1,147)	(1,029)
Other Non-Government Grants & Contributions		(60)	(97)
Total		**(1,306)**	**(1,781)**
Grants Receipts in Advance (Revenue Grants)			
Local Enterprise Growth Initiative re Guildhall		(50)	(100)
Other Non Government Grants & Contributions.		(337)	(99)
SALIX		(90)	(80)
Developers Contributions (S.106)		(1,533)	(1,508)
Total		**(2,010)**	**(1,787)**

The council continues to collect a Community Infrastructure Levy in accordance with a charging schedule adopted on the 25th June 2013.

The contributions collected from developments liable to pay the levy are designated to fund both the infrastructure required to support the planned growth in housing and jobs across the Greater Norwich area and improvements to address the demands that development places on local neighbourhoods within the city.

Section 106 agreements and planning conditions will also continue to be used for local infrastructure requirements on development sites, such as site specific local provision of open space, access roads and affordable housing.

40. Capital Expenditure & Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI contracts), 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 Authority, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Authority that has yet to be financed. The CFR is analysed in the second part of this note.

	Notes	2019/20 £000	2018/19 £000
Opening Capital Financing Requirement 1st April		282,779	264,635
Correction of prior years error		-	-
Adjusted Opening Capital Financing Requirement		**282,779**	**264,635**
Property, Plant & Equipment	14	27,831	26,731
Assets under Construction	14	152	760
Investment Property	16	43,112	19,722
Heritage Assets	15	8	-
Intangible Assets	17	217	227
Decent Home Loans granted net of repaid		(45)	(118)
Local Authority Mortgage Scheme		-	(1,000)
Transferred debt net of repaid		(96)	(92)
Norwich Regeneration Ltd loan net of repaid		(3,000)	900
Norwich Preservation Trust loan net of repaid		(10)	(13)
Revenue Expenditure Funded from Capital Under Statute		6,190	5,828
Equity Investment in Norwich Regeneration Ltd		-	524
		357,138	**318,104**
Sources of Finance			
Capital Receipts		(6,897)	(5,607)
Government Grants & Other Contributions		(5,749)	(5,517)
Housing Revenue Account Major Repairs Allowance		(16,750)	(11,805)
Revenue Contributions & Minimum Revenue Provision *		(6,465)	(12,396)
Closing Capital Financing Requirement 31 March		**321,277**	**282,779**
Increase (decrease) in underlying need to borrow (unsupported by government financial assistance)		38,498	18,144
Increase (decrease) in Capital financing Requirement		**38,498**	**18,144**

Each local Council has a borrowing limit determined by the level of debt which it can afford. The system is governed by CIPFA's 'Prudential Code for Capital Finance in Local Authorities' and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.

* The Minimum Revenue Provision 2019/20 is £0.567m (2018/19 £0.316m) and this represents a provision against the Council's underlying debt that has been acquired to finance capital expenditure.

41. Leases

Council as Lessee

Operating Leases
The Council leases cars and equipment to facilitate provision of services. It also leases privately owned properties to provide a decent, affordable housing alternative to those facing homelessness.

The Council's future minimum lease payments due under non-cancellable lease in future years are:

	31-Mar-19		31-Mar-19	
	Vehicles, Plant & Equipment	Land & Buildings	Vehicles, Plant & Equipment	Land & Buildings
	£000	£000	£000	£000
Future Rental Liabilities				
Not later than one year	111	1,438	117	1,281
Later than one year & not later than five years *	211	1,955	303	1,495
Total	**322**	**3,393**	**420**	**2,776**

* based on Pool Car contract extension to March 2022

The expenditure charged to the Housing Revenue Account, Cultural, Environmental, Regulatory and Planning Services lines in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was £1.880m (2018/19 £1.894m)

	2019/20	2018/19
	£000	£000
Sublease payments receivable	1,931	1,837
Total	**1,931**	**1,837**

Finance Leases
The council has acquired communal aerials for its dwellings under a finance lease, these assets are disclosed as Property, Plant and Equipment in the Balance Sheet under Vehicles, Plant and Equipment at the net amount of £0.649m (2018/19 £0.742m)

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

	2019/20	2018/19
Finance Lease Liabilities	£000	£000
Current	107	101
Non-Current	794	902
Financing Costs payable in future years	228	288
Minimum Lease Payments	**1,129**	**1,291**

The future minimum lease payments payable under non-cancellable leases in future years are:

	2019/20	2018/19
	£000	£000
Future Rental Liabilities		
No later than one year	161	161
Later than one year & not later than 5 years	645	646
Over 5 years	323	484
Total	**1,129**	**1,291**

Council as Lessor

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

- The provision of community services such as sports facilities, tourism services and community centres
- economic development purposes to provide suitable affordable accommodation for local businesses

The future minimum lease payments receivable under non-cancellable leases in future years are:

	2019/20	2018/19
	£000	£000
Tenants Future Rental Liabilities		
Not later than one year	6,095	4,404
Later than one year & not later than five years	22,733	17,108
Over five years	95,774	60,511
Total	**124,602**	**82,023**

In addition to the above, there are 93 properties (85 in 2018/19) where the rent is in perpetuity that amounts annually to £0.311m per annum (2018/19 £0.310m).
The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews.

Finance Leases

The Council has gross investments in the leases, made up of the minimum lease payments expected to be received over the remaining term and the residual value anticipated for the property when the lease comes to an end. The minimum lease payments are the payments over the lease term that the lessee is or can be required to make, excluding contingent rent. The gross investment is made up of the following amounts

	2019/20	2018/19
	£000	£000
Finance lease debtor (net present value of minimum lease payments):		
Current	15	15
Non-current	1,809	1,184
Unearned finance income	1,844	1,875
Unguaranteed residual value of property	-	-
Gross investment in the leases	**3,668**	**3,074**

The gross investment in the lease and the minimum lease payments will be received over the following periods:

	Gross Investment in the Lease		Minimum Lease Payments	
	31-Mar-20	31-Mar-19	31-Mar-20	31-Mar-19
	£000	£000	£000	£000
Future Rental Liabilities				
Not later then one year	123	17	24	24
Later than one year & not later than five years	213	69	95	95
Later than five years	3,332	2,987	3,236	3,236
Total	**3,668**	**3,073**	**3,355**	**3,355**

42. Impairment Losses

During the year the Council carried out adaptations at a cost of £828,186 (2018/19 £588,050) to a number of council dwellings under Disabled Facilities legislation. As advised by our valuer, these adaptations added no value to the dwellings; therefore this expenditure was impaired as shown in note 14 (combined with the impairments detailed below).

The Council also impaired the cost of works to flats within blocks for which the lease has been sold £632,526, of which structural work constituted £381,830, door access controls £85,839, work to tower blocks £56,243, roofing £84,244 and lift upgrades £17,584.

The Council also impaired the cost of works to district heating boiler houses £619,646, housing alarms £113,912, HRA shops £71,814, lift upgrades £47,307 and enhancement of HRA estates £361,535 as it was deemed not to add value.

Heigham Park tennis pavilion was severely damaged by fire in the year; an impairment of £24,752 was charged on advice of the Valuer, to hold the asset at nil value until such time that repairs can be carried out.

43. Termination Benefits

The Council terminated the contracts of a number of employees in 2019/20, incurring liabilities of £277,796 (2018/19 £59,116). These were payable to 2 (10 in 2018/19) officers who were made redundant as part of the Council's rationalisation of Services and include amounts payable in respect of early retirement to the pension fund.

44. Other Long Term Liabilities

The Council has other long term liabilities as detailed in the table below

	2019/20	2018/19
	£000	£000
Pension Fund Liability	169,562	204,103
Other	123	117
	169,684	204,221

45. Defined Benefit Pension Schemes

Participation in Pension Schemes

As part of the terms and conditions of employment of its officers, the Authority makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement.

The Council participates in the Local Government Pension Scheme (LGPS), administered by Norfolk County Council – this is a funded defined benefit final salary scheme, meaning that the Authority and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

Arrangements for the award of discretionary post-retirement benefits upon early retirement – this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

The LGPS pension scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the pensions committee of Norfolk County Council. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed by the committee which includes the Interim Head of Finance of Norfolk County Council.

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the General Fund and Housing Revenue Account the amounts required by statute as described in the accounting policies note.

The liabilities of the Norfolk pension fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projections of projected earnings for current employees.
Liabilities are discounted to their value at current prices, using a discount rate of 5.5% (based on the indicative rate of return on high quality corporate bonds).

The assets of Norfolk pension fund attributable to the Council are included in the Balance Sheet at their fair value:

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

Transactions relating to Retirement Benefits

The Council recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the council is required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund and Housing Revenue Account 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:

Discretionary Benefits

The Council provides discretionary post-employment benefits which arise from additional service and are awarded on a discretionary basis. These benefits are unfunded with costs met directly from the Council's revenue account.

	2019/20		2018/19
	£000		£000
Comprehensive Income & Expenditure Statement			
Cost of Services			
Current service cost	8,127		7,413
Past service cost (including curtailments)	110		3,610
Past service cost - effect of business combinations	-		1,500
Financing and Investment Income and expenditure			
Net Interest expense	4,912		4,995
Total Post-employment Benefits Charged to the Surplus or Deficit on the Provision of Services	**13,149**		**17,518**
Other post-employment Benefits charged to the Comprehensive Income and Expenditure Statement			
Return on plan assets (excluding the amount included in the net interest expense)	24,485		(10,067)
Actuarial (Gains) and Losses arising on changes in demographic assumptions	(11,730)		-
Actuarial (Gains) and Losses arising on changes in financial assumptions	(33,930)		24,957
Other experience	(18,632)		1,167
Total Post-employment Benefits Charged to the Comprehensive Income and Expenditure Statement	**(26,658)**		**33,575**
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code and HRA balances for pensions in the year	(13,149)		(17,518)
Total Remeasurements recognised in Other Comprehensive Income	**(39,807)**		**16,057**

The current service cost is an estimate of the true economic cost of employing people in a financial year. It measures the full liability estimated to have been generated in the year.

The past service costs arise from decisions taken in the current year but whose financial effect is derived from years of service earned in earlier years. For 2019/20 the past service costs include bulk transfer of members into the fund from Cambridgeshire County Council and the estimated impact of rulings on Transitional Protection Arrangement and Guaranteed Minimum Pension (GMP). Further details on the impact of the ruling are shown in the section 'Basis for Estimating Assets & Liabilities'.

Interest cost is the amount needed to unwind the discount applied in calculating the defined benefit obligations (liability). As members of the plan are one year closer to receiving their pension, the provisions made at present value in previous years for their retirement costs need to be uplifted by a year's discount to keep pace with current values.

The expected return on assets is a measure of the return on the investment assets held by the plan for the year. It is not intended to reflect the actual realised return by the plan, but a longer term measure based on the value of assets at the start of the year taking into account movements in assets during the year and an expected return factor.

Actuarial gains and losses arise where actual events have not coincided with the actuarial assumptions made for the last valuations (known as experience gains and losses) or the actuarial assumptions have been changed.

The cumulative amount of actuarial gains and losses recognised in the Comprehensive Income and Expenditure Statement to the 31 March 2020 is a loss of £122.605m (31 March 2019 loss of £162.412m)

Pensions Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the authority's obligation in respect of its defined benefit plans is as follows:

	2019/20		2018/19
	£000		£000
Present Value of funded liabilities	(421,745)		(479,206)
Present Value of unfunded liabilities	(18,281)		(20,741)
Fair Value of plan assets	270,478		295,856
Net Liability arising from defined benefit obligation	**(169,548)**		**(204,091)**

	2019/20		2018/19
Reconciliation of present value of the scheme liabilities:	**£000**		**£000**
At 1 April	(499,947)		(458,744)
Total service Cost	(8,127)		(7,413)
Interest Cost	(11,933)		(12,203)
Contributions by Members	(1,231)		(1,240)
Effect of business combinations	-		(6,232)
Remeasurement (gains)/Losses			
- actuarial gains/losses arising from changes in demographic assumptions	11,730		-
- actuarial gains/losses arising from changes in financial assumptions	33,930		(24,957)
- other	18,632		(1,167)
Benefits Paid	17,030		15,619
Past Service Cost (including curtailments)	(110)		(3,610)
At 31 March	**(440,026)**		**(499,947)**

	2019/20		2018/19
Reconciliation of fair value of the scheme assets	**£000**		**£000**
At 1 April	295,856		280,861
Interest Income	7,021		7,208
Remeasurement Gain/(loss) the return on plan assets excluding amount included in net interest expense	(24,485)		10,067
Employer Contributions	6,699		6,182
Contributions by Members	1,231		1,240
Contributions in respect of unfunded benefits	1,186		1,185
Effect of business combinations	-		4,732
Benefits Paid	(15,844)		(14,434)
Unfunded benefits paid	(1,186)		(1,185)
At 31 March	**270,478**		**295,856**

Local Government Pension Scheme assets comprised:

		2019/20				2018/19			
		Quoted Prices in active markets	Quoted prices not in active markets	Total	% of total assets	Quoted Prices in active markets	Quoted prices not in active markets	Total	% of total assets
		£000	£000	£000		£000	£000	£000	
Cash & Cash Equivalents			7,441	7,441	2.8%		9,028	9,028	3.1%
Equity Instruments									
by industry type									
Consumer		12,414		12,414	4.6%	21,982		21,982	7.4%
Manufacturing		9,844		9,844	3.6%	18,160		18,160	6.1%
Energy and Utilities		3,002		3,002	1.1%	7,939		7,939	2.7%
Financial institutions		8,415		8,415	3.1%	19,228		19,228	6.5%
Health and care		7,776		7,776	2.9%	8,534		8,534	2.9%
Information Technology		10,339		10,339	3.8%	17,353		17,353	5.9%
Other		5		5	0.0%	12		12	0.0%
Sub-total Equity Instruments		**51,795**		**51,795**		**93,208**		**93,208**	
Private equity			20,161	20,161	7.5%		21,893	21,893	7.4%
Bonds									
by sector									
Corporate									
Other		2,524		2,524	0.9%	3,417		3,417	1.2%
Sub-total Bonds		**2,524**		**2,524**		**3,417**		**3,417**	
Property									
by geographical location									
UK property			17,143	17,143	6.3%		22,467	22,467	7.6%
Overseas property			3,926	3,926	1.5%		4,337	4,337	1.5%
Sub-total Property			21,069	21,069			26,804	26,804	
Investment Funds & Unit Trusts									
Equities		96,828		96,828	35.8%	61,020		61,020	20.6%
Bonds		65,566		65,566	24.2%	80,549		80,549	27.2%
Infrastructure			5,564	5,564					
Sub-total Investment Funds & Unit Trusts		**162,394**	**5,564**	**167,958**		**141,569**		**141,569**	
Derivatives			(470)	(470)	-0.2%	(63)		(63)	0.0%
Other									
Total Assets		**216,713**	**53,765**	**270,478**		**238,131**	**57,725**	**295,856**	

Basis for Estimating Assets & Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc. Liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, based on the latest full valuation of the scheme at 31 March 2016.

The principle assumptions used in their calculations have been:

Mortality Assumptions:		**2019/20**	**2018/19**
Longevity at 65 for current pensioners			
Men		21.7yrs	22.1yrs
Women		23.9yrs	24.4yrs
Longevity at 65 for future pensioners			
Men		22.8yrs	24.1yrs
Women		25.5yrs	26.4yrs
Rate of inflation		2.30%	2.50%
Rate of increase in salaries		2.60%	2.80%
Rate of increase in pensions		1.90%	2.50%
Rate for discounting scheme liabilities		2.30%	2.40%
Take up of option to convert annual pension into retirement lump			
Pre-April 2008 service		50%	50%
Post-April 2008 service		75%	75%

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.

	Increase in Assumption £000
Rate of increase in salaries (increase by 0.5%)	2,806
Rate of increase in pensions (increase by 0.5%)	33,179
Rate for discounting scheme liabilities (decrease by 0.5%)	36,245

<u>Transition Arrangements Age Discrimination</u>

When the LGPS benefit structure was reformed in 2014, transitional protections were applied to certain older members close to normal retirement age. The benefits accrued from 1 April 2014 by these members are subject to an ‘underpin’ which means that they cannot be lower than what they would have received under the previous benefit structure. The underpin ensures that these members do not lose out from the introduction of the new scheme, by effectively giving them the better of the benefits from the old and new schemes.
In December 2018 the Court of Appeal upheld a ruling (“McCloud/Sargeant”) that similar transitional protections in the Judges’ and Firefighters’ Pension Schemes were unlawful on the grounds of age discrimination. The

implications of the ruling are expected to apply to the LGPS (and other public service schemes) as well. The UK Government requested leave to appeal to the Supreme Court but this was denied.

The impact of the ruling is uncertain. It is looking likely that benefits accrued from 2014 may need to be enhanced so that all members, regardless of age, will benefit from the underpin. However, restitution may be achieved in a different way, for example by paying compensation. In either case, the clear expectation is that many more members would see an enhanced benefit rather than just those currently subject to these protections. In this outcome, there would likely be a retrospective increase to members' benefits, which in turn would give rise to a past service cost for the Fund employers when the outcome is known.

Quantifying the impact at this stage is very difficult because it will depend on the compensation awarded, members' future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. Salary increases in particular can vary significantly from year to year and from member to member depending on factors such as budget restraint, job performance and career progression. The Government Actuary's Department (GAD) has estimated that the impact for the LGPS as a whole could be to increase active member liabilities by 3.2%, based on a given set of actuarial assumptions. A full description of the data, methodology and assumptions underlying these estimates is given in GAD's paper, dated 10 June 2019.

The Fund's actuary has adjusted GAD's estimate to better reflect the Norfolk Pension Fund's local assumptions, particularly salary increases and withdrawal rates. The council first included the potential additional liabilities, as advised by its actuary Hymans Robertson, in the 2018-19 accounts as a constructive obligation. These numbers are high level estimates based on scheme level calculations and depend on several key assumptions.

In the 2019-20 accounts the council has recognised changes in the liability arising from changes in assumptions within the re-measurement of the defined benefit liability and reported in Other Comprehensive Income and Expenditure Statement within the Comprehensive Income and Expenditure Statement.

Guaranteed Minimum Pension (GMP)

Guaranteed minimum pension (GMP) was accrued by members of the Local Government Pension Scheme (LGPS) between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number or reasons, including a higher retirement age for men and GMP accruing at a faster rate for women. However, overall equality of benefits was achieved for public service schemes through the interaction between scheme pensions and the State Second Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men and women's benefits.

As an interim solution to avoid this problem, GMP rules were changed so that the responsibility for ensuring GMPs kept pace with inflation passed in full to pension schemes themselves for members reaching state pension age between 6 April 2016 and 5 April 2021. This new responsibility leads to increased costs for schemes (including the LGPS) and hence scheme employers.

The fund's actuary has carried out calculations in order to estimate the impact that the GMP indexation changes will have on the liabilities of Norwich City Council for financial reporting purposes. The estimate assumes that the permanent solution eventually agreed will be equivalent in cost to extending the interim solution to all members reaching state pension age from 6 April 2016 onwards.

The council first included the potential additional liabilities, as advised by its actuary Hymans Robertson, in the 2018-19 accounts as a constructive obligation. In the 2019-20 accounts the council has recognised changes in the liability arising from changes in assumptions within the re-measurement of the defined benefit liability and reported in Other Comprehensive Income and Expenditure Statement within the Comprehensive Income and Expenditure Statement.

Impact on the Council's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2022.

The scheme will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and the other main existing public service schemes may not provide benefits in relation to service after 31 March 2014 (or service after 31 March 2015 for other main existing public service pension schemes in England and Wales). The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

The total contribution expected to be made to the scheme by the Council for the year to March 2021 is £6.781m

The weighted average duration of the defined benefit obligation for scheme members is 17 years, (2018/19 16.2 years)

46. Contingent Assets and Liabilities

Liabilities

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

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

NHS Trusts

During January and February 2016, NHS Trusts wrote to local authorities countrywide claiming charitable status and requesting mandatory relief from business rates under s.43(5) and (6) of the Local Government Act 1988, the request being backdated to 2010. If granted this would lead to a backdated payment by Norwich City Council and ongoing reduced business rates going forward as well as impacting the Norfolk business rates pool.

In December 2019 the High Court ruled that NHS Trusts and Foundation Trusts are not eligible for business rates relief. A number of NHS trusts have however applied for permission to appeal the High Court ruling. The view of the council is that the claim is unfounded, but as the decision could be subject to appeal it is appropriate to continue to disclose a contingent liability. The timing, probability and amount of any relief is uncertain at the current time.

Dispute

The Council was in dispute with one of its contractors over some construction costs. The case was referred for adjudication and on 1 May 2018 the Adjudicator ruled in favour of the Council, finding it not to be liable for additional payments to the contractor. Whilst the decision could be referred to the High Court, the Council does not believe there is any liability for these costs.

Assets

Contractual Rebate

Discussions remain ongoing with a supplier in relation to the level of contractual rebate owed to the council. The council's position is that a rebate is owed to the council as a result of contractual adjustments to the fees. As the discussions have not yet concluded, the final sums owed are still uncertain and have therefore been disclosed as a contingent asset.

47. Related Parties

The council is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the council or to be controlled or influenced by the council. Disclosure of these transactions allows readers 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.

UK government has significant influence over the general operations of the council– it is responsible for providing the statutory framework within which the council operates, and prescribes the terms of many of the transactions that the council has with other parties (e.g. council tax bills, housing benefits). Grants received from government departments are set out in Note 39 on reporting for resources allocation decisions. Grant receipts in advance outstanding at 31 March 2020 are also shown in Note 39; debtors are shown in Note 22 and creditors in Note 25.

Members of the council have direct control over the council's financial and operating policies. The total of members' allowances paid in 2019/20 and 2018/19 is shown in Note 36. During 2019/20, no works and services (2018/19 £nil) were commissioned from organisations in which any members had an interest. Contracts were entered into in full compliance with the council's standing orders. In addition members approved £264,500 (2018/19 £268,000) and officer working parties a further £4,200 (2018/19 £5,781) as grants to voluntary organisations in which six members 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, open to public inspection at City Hall during office hours.

During 2019/20, no grants were made to any organisations (2018/19 £Nil) in which members of senior management had interests.

During 2019/20, there were no works and services commissioned (2018/19 Nil) from entities in which officers had interests.

Several councillors are appointed to represent the Council on various Strategic Partnership boards. During the year there have been a number of transactions with the Strategic Partnerships totalling £472,359 (2018/19 £503,348). There have also been a number of transactions on behalf of the strategic partnerships with the Highways Agency, disclosed in Note 35. These partnership activities are integrated into the council's usual budget setting and management processes.

Companies and joint ventures – the council has interests in:

I. Two companies, Legislator 1656 and 1657 Ltd, which the Council has shares in and are related to developments at Norwich Airport.
II. Norwich Norse (Environmental) Ltd – provides a range of facilities, management, and contract services to Norwich and surrounding areas.
III. Norwich Norse (Building) Ltd – provides maintenance, repairs and upgrades to housing and non-housing buildings for Norwich City Council.
IV. NPS Norwich Ltd – provides property management services to Norwich City Council.
V. Norwich Regeneration Ltd – a wholly owned subsidiary company set up by the council to carry out redevelopment projects.
VI. Norwich City New Co Ltd – a wholly owned subsidiary company set up to manage all private rental sector properties built by Norwich Regeneration Ltd (NRL) or those that the new company may purchase itself as a business opportunity.
VII. Three Score Open Space Management Ltd – a company set up to manage the open spaces around the Three Score development.

For all the above, the Council has officer and member representatives on the boards of these companies, and relevant information is disclosed in the notes to the accounts about such interests.

Legislator Companies

The 2019/20 accounts include a dividend declared by Legislator 1656 of £364,000. The dividend was declared by Legislator 1656 following the sales of its shareholding in Norwich Airport Ltd in July 2019.

The 2018/19 accounts included a dividend of £567,000. The dividend was declared by Legislator 1656 following the receipt of deferred sale proceeds on the sale of Norwich Airport in 2004.

No amounts of money have been paid to or from Legislator 1657 during 2019/20 (2018/19 £0).

Norse Joint Ventures

£6,026,494 (2018/19 £6,419,045) has been spent with Norwich Norse Environmental Ltd, and £12,223,879 (2018/19 £10,939,818) with Norwich Norse Building Ltd during 2019/20 and £3,532,277 (2018/19 £3,753,150) has been spent with NPS Norwich Ltd.

Amounts due to Norwich Norse Environmental Ltd are £136,305, Norwich Norse Building Ltd are £3,963,860 and NPS Norwich Ltd are £81,771. Amounts due from Norwich Norse Environmental Ltd are £242,908, Norwich Norse Building Ltd are £246,744 and NPS Norwich Ltd are £264,174.

Norwich Regeneration Ltd

Norwich Regeneration Ltd (NRL) issued £2,200,000 of shares to the Council in 2016/17 in exchange for land (at the full market value) upon which the Threescore development has taken place. In 2018/19 the Council invested an additional £524,000 in the form of cash equity into NRL.

During 2019/20 NRL repaid loans of £900,000 and £5,100,000, and the Council loaned £3,000,000 to NRL, leaving a balance of £9,400,000 outstanding at the end of the financial year. During 2018/19 the council loaned NRL £900,000, bringing the total amount loaned to £12,400,000.

During 2019/20 the council's Housing Revenue Account (HRA) purchased properties from NRL for social housing totalling £7,217,831 (2018/19 £1,607,062). The HRA incurred further expenditure with NRL for the redevelopment of a site in Bullard Road into social housing totalling £553,594 (2018/19 £546,406) and consultancy fees in relation to the redevelopment of the former Mile Cross depot site totalling £178,323 (2018/19 £0).

During the year the Council received income from the company of £497,504 relating to the interest on the loan, and £357,264 for services provided by the Council to the company under a service level agreement (2018/19 £779,153 in total). The Council recharged an additional £129,686 to the company for salary costs paid out on the company's behalf (2018/19 £70,386).

As at 31 March 2020, the amount due to NRL was nil (2018/19 £247,656). Amounts due from NRL are short term £688,648 (2018/19 £199,010) and long term £9,400,000 (2018/19 £12,400,000).

Threescore Open Space Management Ltd

The Council's HRA made a payment of £3,688 (2018/19 £2,099) to Threescore Open Space Management Ltd for management fees on the properties purchased at the Threescore development. During the year the Council received no income from the company.

No amounts of money have been paid to or from Norwich City New Co Ltd during 2019/20 (2018/19 £0).

Housing Revenue Account Income & Expenditure Statement

		2019/20	**2018/19**
	Notes	**£000**	**£000**
Expenditure			
Repairs & Maintenance		12,470	11,159
Supervision & Management		16,607	15,676
Rents, Rates, Taxes & Other Charges		5,368	5,588
Depreciation & Impairment of Non-current Assets	HRA 10&11	18,034	17,496
Local Authority Housing - Revaluation loss (gain) on Dwellings		2,178	(5,267)
Debt Management Costs		136	173
Movement in Allowance for Bad Debts		236	200
Total Expenditure		55,029	45,025
Income			
Dwelling Rents		(56,491)	(56,862)
Non-dwelling Rents		(2,309)	(2,277)
Charges for Services & Facilities		(2,755)	(2,480)
Contributions towards expenditure		(6,018)	(6,346)
Total Income		(67,573)	(67,965)
Net (Income)/Cost of HRA Services included in the Comprehensive Income & Expenditure Statement		**(12,544)**	**(22,940)**
HRA services share of Corporate & Democratic Core		771	735
Net (Income)/Cost of HRA Services		**(11,773)**	**(22,205)**
HRA share of operating income & expenditure included in the Comprehensive Income & Expenditure Statement			
Other Operating Expenditure		(3,474)	(2,999)
Financing & Investment Income & expenditure		8,217	8,340
Taxation & Non-Specific Grant Income		(672)	(87)
(Surplus)/deficit for the year on HRA services		**(7,702)**	**(16,951)**

The amounts disclosed above do not match those in the Comprehensive Income and Expenditure Statement disclosure relating to the Housing Revenue Account as the figures above are after corporate recharges and those in the Comprehensive Account Income and Expenditure Statement are before these recharges.

Movement in Reserves Statement (Housing Revenue Account)

	2019/20	2018/19
	£000	£000
Balance at 1 April	30,903	30,488
Movement in reserves during Year		
Surplus/ (deficit) on provision of services	7,702	16,951
Other Comprehensive Income & Expenditure	-	
Total Comprehensive Income & Expenditure	**7,702**	**16,951**
Adjustments between accounting basis & funding basis under regulations (note 9 main accounts)	(3,366)	(15,349)
Net Increase/ Decrease before Transfers to Earmarked Reserves	4,336	1,602
Transfers to/from Earmarked Reserves (note 10 main accounts)	(1,139)	(1,152)
Transfers between reserves	(131)	(35)
Increase/Decrease in Year	3,066	415
Balance at 31 March carried forward	**33,969**	**30,903**

Notes to Housing Revenue Account Income & Expenditure Statement

1. Other Operating (Income) / Expenditure

	2019/20	2018/19
	£000	£000
(Gains)/Losses on the disposal of non-current assets	(3,474)	(2,999)
Total	**(3,474)**	**(2,999)**

2. Financing and Investment Income and Expenditure

	2019/20	2018/19
	£000	£000
Interest payable and similar charges	7,311	7,618
Pension interest cost and expected return on pension assets	1,100	1,117
Interest receivable and similar income	(194)	(221)
Total	**8,217**	**8,514**

3. Taxation and Non-Specific Grant Income

	2019/20	2018/19
	£000	£000
Capital Grants and contributions	(672)	(87)
Total	**(672)**	**(87)**

4. Loan Charges

Under HRA self-financing the Council has adopted a ‘two-pool’ approach so that HRA self-financing loans and the resultant interest are directly attributable to the HRA. This has led to external interest charges of £7.311m being charged to the HRA in 2019/20 (2018/19 £7.553m).

5. HRA Council Dwellings

At 31 March 2020 there were 14,657 HRA Council dwellings, of which 923 were sheltered housing units.

	31-Mar-20	31-Mar-19
	Total Stock	**Total Stock**
Parlour houses	297	299
Non-parlour houses	4,963	5,028
Non-traditional houses	627	630
Bungalows	336	336
Cottage properties	188	196
Flats	6,292	6,359
Maisonettes	476	490
Flats in tower blocks	407	407
Sheltered/Good Neighbour housing units	923	923
Passivhaus flats	73	21
Passivhaus houses	75	40
	14,657	**14,729**
The changes in stock during the year can be summarised as follows		
Stock as at 1 April	**14,729**	**14,807**
Right to Buy sales	(156)	(138)
Other Dwelling Sales	(6)	(3)
Conversions	2	2
Housing acquisitions	1	-
New Build Housing	87	61
Stock as at 31 March	**14,657**	**14,729**

6. Housing Valuation

	31-Mar-20	31-Mar-19
	£000	**£000**
Operational Assets:		
Council Dwellings (HRA)	783,494	776,011
Other Land & Buildings	22,710	22,924
Vehicle, Plant & Equipment	809	747
Infrastructure & Community Assets	2,197	2,197
Assets Under Construction	441	6,689
Surplus assets	(204)	58
Sub Total	**809,447**	**808,626**
Assets held for Sale - Current	130	380
Sub Total	**130**	**380**
Intangible Assets	(2)	-
Sub Total	**(2)**	**-**
Total	**809,575**	**809,006**

The above figure for HRA Council dwellings equates to the value for Council dwellings shown in note 14 to the Core Financial Statements.

As set out in the Statement of Accounting Policies, Council dwellings are valued on the basis of Existing Use Value for Social Housing (EUV-SH). This value is less than the Vacant Possession Value to reflect the fact that Local Authority Housing is let at sub-market rents and, in broad terms, is arrived at after applying a regional adjustment factor of 62% (2018/19 62%). The difference between the two values therefore shows the economic cost of providing housing at less than market value.

The Vacant Possession Value of all HRA Dwellings as at 31 March 2020 was £2,021.09m (31 March 2019 £2,001.79m).

7. Major Repairs Reserve

	2019/20	2018/19
	£000	£000
Balance brought forward at 1 April	(9,796)	(7,000)
Depreciation charge for the year	(15,261)	(14,601)
Financing of capital expenditure for the year	16,750	11,805
Balance for the year	**1,489**	**(2,796)**
Balance Carried forward	**(8,307)**	**(9,796)**

8. HRA Capital Expenditure

	2019/20	2018/19
	£000	£000
Capital Investment		
Opening Capital Financing Requirement 1st April	205,716	205,716
Operational Assets	25,639	24,629
Other Land & Buildings	72	327
Vehicles, Plant & Equipment	73	-
Assets under Construction	152	627
Revenue Expenditure Financed as Capital	2,179	804
Appropriation to General Fund	-	-
	233,831	**232,103**
Sources of Finance		
Capital Receipts	(5,143)	(3,351)
Government Grants & Other Contributions	(1,262)	(87)
Major Repairs Allowance	(16,750)	(11,805)
Revenue Contributions	(5,590)	(11,144)
Closing Capital Financing Requirement 31 March	**205,086**	**205,716**

9. HRA Capital Receipts

In 2019/20 total capital receipts from the disposal of HRA assets were:

	2019/20	2018/19
	£000	£000
Land	50	93
Council dwellings	13,070	10,961
Total	**13,120**	**11,054**

10. Depreciation

From 1st April 2012 depreciation of the Council's housing stock is calculated by reference to the value at the previous 31st March. Council dwellings have their individual components identified as to the date of upgrade, and using the asset life as advised by the Council's valuers, depreciation associated with each properties components is calculated. The amount of depreciation charged for the year was £15.357m (2018/19 £14.699m).

	2019/20	2018/19
	£000	£000
Operational Assets		
Council dwellings	14,731	14,060
Other land & buildings	532	545
Vehicles, Plant & Equipment	94	94
Intangible Assets	-	-
Total	**15,357**	**14,699**

11. Impairment Costs

During the year there were £2.680m of impairment costs (2018/19 £2.800m) relating to HRA assets, which are detailed in the table below.

	2019/20	2018/19
	£000	£000
Council Dwellings	(2,604)	(2,304)
Other Property	(76)	(496)
Total	**(2,680)**	**(2,800)**
Disabled Facilities adaptations not adding value	(828)	(588)
Lift installations not adding value	(47)	-
Housing alarm upgrades not adding value	(114)	-
Upgrades to District Heating schemes not adding value	(620)	(918)
Enhancement of HRA estates not adding value	(362)	(195)
Structural work to flats where lease has been sold not adding value	(382)	(312)
Other work to flats where lease has been sold not adding value	(251)	(291)
Other	(76)	(496)
Total	**(2,680)**	**(2,800)**

12. Pensions Reserve

As set out in the Statement of Accounting Policies at Note 1, the Council has restricted the accounting entries for the purposes of IAS19 'Retirement Benefits' to current service cost only for the HRA. This is reflected in the Net Cost of Services and a compensating adjustment is made to the Pensions Reserve in order that there is no impact on either the Surplus/ (Deficit) for the year or subsequent rent levels.

13. Rent Arrears

Rent arrears at 31 March 2020 were £5.63m (2018/19 £5.03m). The provision for doubtful debts (rents) at 31 March 2020 was £3.34m (2018/19 £3.08m). Amounts written off during the year amounted to £0.45m (2018/19 £0.58m).

The Collection Fund Revenue Account

The Collection Fund shows the transactions of the billing authority in relation to the collection from taxpayers and the distribution to local authorities and the Government of council tax and non-domestic rates.

	31-Mar-20			31-Mar-19
	Business Rates	Council Tax	Total	Total
	£000	£000	£000	£000
INCOME				
Council Tax receivable		84,776	84,776	80,664
Business rates receivable	79,050		79,050	79,890
Council Tax Reduction Scheme		(13,858)	(13,858)	(13,965)
Interest	-		-	(2)
	79,050	**70,918**	**149,968**	**146,587**
EXPENDITURE				
Precepts & Demands:				
Central Government	18,693		18,693	37,680
Norfolk County Council	24,301	49,483	73,784	54,473
Norfolk Police Authority		9,193	9,193	8,131
Norwich City Council	31,778	9,595	41,373	39,245
Distribution of Estimated Surplus / (Deficit) for Previous Years:				
Central Government	310		310	(1,248)
Norfolk County Council	62	2,004	2,066	1,331
Norfolk Police Authority		347	347	275
Norwich City Council	248	389	637	(683)
Charges to Collection Fund				
Transitional Protection Payment	684		684	668
Costs of Collection	273		273	268
Increase/decrease in Bad Debt Provision	1,013	937	1,950	(478)
Increase/decrease in Provision for Appeals	580		580	492
Write Offs of uncollectable amounts	580	826	1,406	2,030
	78,522	**72,774**	**151,296**	**142,184**
Collection Fund Balance b/fwd at 1 April	1,917	5,264	7,181	2,778
Surplus / (Deficit) for the year	528	(1,856)	(1,328)	4,403
Collection Fund Balance c/fwd at 31 March	**2,445**	**3,408**	**5,853**	**7,181**

Notes to the Collection Fund Statement

1. Income from Business Rates

Since 1 April 2013 and the introduction of the Business Rates Retention Scheme, the Council collects national non-domestic rates (NNDR) for its area, which are based on local rateable values controlled by the Valuation Office multiplied by a uniform rate controlled by Central Government. The total amount, less certain reliefs and other deductions is paid to Central Government, Norwich City Council and Norfolk County Council in accordance with legislated percentages of 50%, 40% and 10% respectively. However, for 2019/20, Norwich was part of the 75% Norfolk Pilot Scheme and so, for this year only, the percentages are 25%, 42.5% and 32.5% respectively.

The total non-domestic rateable value on 31 March 2020 was £200,536,024 (31 March 2019 £200,208,594). The national non-domestic rate multiplier for 2019/20 was 50.4p in the £ (2018/19 49.3p in the £). The small business multiplier for eligible businesses in 2019/20 was 49.1p in the £ (2018/19 48.0p in the £).

2. Council Tax

The calculation of the tax base, i.e. the number of chargeable dwellings in each Valuation Band (adjusted for dwellings where discounts apply) converted to an equivalent number of Band D dwellings, is shown below:

Property Value	Band	2019/20	2018/19
		Calculated Number of Properties in Band	Calculated Number of Properties in Band
Up to £40,000	A	10,321.30	10,013.96
£40,001 to £52,000	B	13,060.64	12,642.31
£52,001 to £68,000	C	6,192.58	6,085.91
£68,001 to £88,000	D	3,066.95	3,058.75
£88,001 to £120,000	E	2,381.13	2,391.77
£120,001 to £160,000	F	1,180.76	1,160.83
£160,001 to £320,000	G	953.92	941.83
Over £320,000	H	99.00	99.50
		37,256.28	**36,394.86**
Collection Rate		0.975	0.975
Tax Base		**36,325.00**	**35,485.00**

The tax rate per Band D property was £1879.45 (2018/19 £1,808.33).

3. Council Tax Contribution to Collection Fund Surpluses & Deficits

The Council Tax surplus/deficit on the Collection Fund will be distributed in subsequent financial years between Norwich City Council, Norfolk County Council and Norfolk Police Authority in proportion to the value of the respective precept made on the Collection Fund.

	2019/20	2018/19
	£000	**£000**
Norfolk County Council	2,477	3,815
Norfolk Police Authority	460	709
Norwich City Council	471	740
Surplus Carried Forward	**3,408**	**5,264**

4. NNDR Contribution to Collection Fund Surpluses and Deficits

The NNDR surplus/deficit on the Collection Fund will be distributed in subsequent financial years between Central Government, Norwich City Council and Norfolk County Council in accordance with legislated percentages of 50%, 40% and 10% respectively. These percentages apply to any prior year surplus. However, for 2019/20, Norwich was part of the 75% Norfolk Pilot Scheme and so, for current year surplus only, the percentages are 25%, 42.5% and 32.5% respectively.

	2019/20	2018/19
	£000	**£000**
Central Government	935	958
Norwich City Council	1,007	767
Norfolk County Council	503	192
Surplus /(deficit) Carried Forward	**2,445**	**1,917**

Group Financial Statements

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 Group Accounts contain the core statements similar in presentation to the Council's single entity accounts but consolidating the figures of the Council with Norwich Regeneration 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

These statements are set out on the following pages, together with accompanying disclosure notes.

2. 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. These entities are 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:

Norwich Regeneration Limited (NRL)	Subsidiary	Consolidated
NPS Norwich Ltd	Associate	Consolidated
Norwich Norse (Environmental) Limited	Associate	Consolidated
Norwich Norse (Building) Limited	Associate	Consolidated
Three Score Open Space Management Ltd	Subsidiary	Not material
Norwich City New Co Ltd	Subsidiary	Not material

3. Norwich Regeneration Limited (NRL)

Norwich Regeneration Limited (NRL) was incorporated on 13 November 2015. It is wholly owned by Norwich City Council. It was set up to develop more housing for affordable rent (to be purchased by the HRA upon completion from NRL) and also to develop housing for private sale and market rent.

The company accounts are subject to audit by Aston Shaw. Copies of the accounts may be obtained from Companies House or by request to the Council.

As a subsidiary, the accounts of NRL have been consolidated with those of the Council on a line by line basis, and any balances and transactions between parties have been eliminated in full. NRL expenditure and income, adjusted for transactions with the council, is shown within the Norwich Regeneration Limited line in the Comprehensive Income and Expenditure Statement. As the NRL performance is not reported alongside the Council's to management, the figures have been shown as a separate service line. Balance sheet values are incorporated into the relevant heading of the Balance Sheet, removing balances owed between the two parties.

NRL has prepared 2019/20 accounts using accounting policies consistent with those applied by the Council, and no adjustments have been required to align accounting policies. Both entities have a financial year end of 31 March.

4. NPS Norwich Ltd

This is a company owned by NPS Property Consultants Limited (a subsidiary of Norfolk County Council) and Norwich City Council. The principle activity of the company is the provision of property management services for NCC, which is managed under a service agreement.

NPS Property Consultants hold eight A shares and NCC hold two B shares in NPS Norwich Ltd. Two senior officers of NCC are Directors of NPS Norwich Ltd whilst NPS Property Consultants have three representatives on the board. In line with the Service Level Agreement, Norwich City Council is entitled to an amount equivalent to 50% of any pre-tax profits as a discount on charges, with NPS Property Consultants Limited retaining the remaining 50%.

NPS Norwich Ltd has been included within the Group due to the nature and extent of activities carried out by the associate for the council.

An estimate of the pre-tax discount is accrued at the year-end within the Council's accounts. The company results are disclosed in Note 34 of the Council's single entity accounts.

Apart from the discount on charges, there is no other entitlement to NCC e.g. dividends or rights to retained profits and therefore no financial equity asset to be disclosed in the Group Accounts.

5. Norwich Norse (Environmental) Limited

This is a company owned by Norse Commercial Services (NCS) Limited (a subsidiary of Norse group, itself a subsidiary of Norfolk County Council) and Norwich City Council. The principle activities of the company are provision of streets, buildings and other cleaning, grounds maintenance, arboriculture and associated services for NCC, which is managed under a service agreement.

NCS hold eight A shares and NCC hold two B shares in Norwich Norse (Environmental) Limited. A senior officer of NCC and the portfolio holder are Directors of Norwich Norse (Environmental) Limited whilst NCS have three representatives on the board. In line with the Service Level Agreement, Norwich City Council is entitled to an amount equivalent to 50% of any pre-tax profits as a discount on charges, with Norse Commercial Services Limited retaining the remaining 50%.

Norwich Norse (Environmental) Ltd has been included within the Group due to the nature and extent of activities carried out by the associate for the council.

An estimate of the pre-tax discount is accrued at the year-end within the Council's accounts. The company results are disclosed in Note 34 of the Council's single entity accounts.

Apart from the discount on charges, there is no other entitlement to NCC e.g. dividends or rights to retained profits and therefore no financial equity asset to be disclosed in the Group Accounts.

6. Norwich Norse (Building) Limited

This is a company owned by NPS Norwich Limited (NPSN) and Norwich City Council. The principle activities of the company are provision of reactive and proactive maintenance and refurbishments, repairs and upgrades for both housing revenue and general fund non-housing buildings.

NPSN hold eight A shares and NCC hold two B shares in Norwich Norse (Building) Limited. A senior officer of NCC and the portfolio holder are Directors of Norwich Norse (Building) Limited, whilst Norfolk County Council appoints two Directors to the board, the fifth Director is the company Managing Director whom is jointly appointed by NPSN & NCC. In line with the Service Level Agreement, Norwich City Council is entitled to an amount equivalent to 50% of any pre-tax profits as a discount on charges, with NPS Norwich Ltd retaining the remaining 50%.

Norwich Norse (Building) Ltd has been included within the Group due to the nature and extent of activities carried out by the associate for the council.

An estimate of the pre-tax discount is accrued at the year-end within the Council's accounts. The company results are disclosed in Note 34 of the Council's single entity accounts.

Apart from the discount on charges, there is no other entitlement to NCC e.g. dividends or rights to retained profits and therefore no financial equity asset to be disclosed in the Group Accounts.

7. Three Score Open Space Management Ltd

This company has been set up to manage the open spaces around the Three Score development. The principle activity will be to maintain the open spaces on the Three Score site. Income to do this will be generated through homeowners paying over of an annual service charge to the company for the maintenance. This is incorporated within the contract to purchase any properties on the site.

The company has been set up initially as a subsidiary of NRL and NCC are registered as subscribers and have guarantee limit of £1 each should the company be wound up. NRL has been registered as being the Relevant Legal Entity with 75% ownership of the voting rights. NCC is named as an 'Other Registrable Person' again with 75% ownership of the voting rights (as it indirectly holds the voting rights as parent company of NRL). In the long term it is intended to hand the company over to the residents/stakeholders to manage at which point the ownership of the voting rights will be amended accordingly.

There are no material transactions in 2019/20 or 2018/19 therefore it is not included in the Group Accounts.

8. Norwich City New Co Ltd

Norwich City New Co Ltd was incorporated on 4 March 2019. The company has been set up to manage all private rental sector properties built by Norwich Regeneration Ltd (NRL) or those that the new company may purchase itself as a business opportunity.

Norwich City New Co Ltd is a limited liability company using the Council's powers to set up such a company under S1 and S4 of the Localism Act 2011 and S95 of the Local Government Act 2003. The company is limited by shares all of which are wholly owned by the Council, and the council will have full control of its activities via the approval of an annual Business Plan.

No transactions have occurred in the company in 2019/20, therefore the company will not be consolidated into the 2019/20 Consolidated Group Statements.

9. Basis of Consolidation

The financial statements of Norwich Regeneration Limited have been consolidated with those of Norwich City Council on a line by line basis which has eliminated balances, transactions, income and expenditure between the Council and the subsidiary.

Group Movement in Reserves Statement

	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 31 March 2019 carried forward	**112,702**	**(1,391)**	**111,311**	**552,720**	**-**	**552,720**	**664,031**
Movement in reserves during 2018/19	-	-	-	-	-	-	-
Surplus/ (deficit) on provision of services	(2,489)	(1,381)	(3,870)	-	-	-	(3,870)
Other Comprehensive Income & Expenditure	-	-	-	44,569	-	44,569	44,569
Total Comprehensive Income & Expenditure	**(2,489)**	**(1,381)**	**(3,870)**	**44,569**	**-**	**44,569**	**40,699**
Adjustments between group accounts and authority accounts	660	(660)	-	-	-	-	-
Adjustments between accounting basis & funding basis under regulations (note 9)	12,456	-	12,456	(12,456)	-	(12,456)	-
Net Increase/ (Decrease) before Transfers to Earmarked Reserves	**10,627**	**(2,041)**	**8,586**	**32,113**	**-**	**32,113**	**40,699**
Transfers to/from Earmarked Reserves (note 10)	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers between reserves	**45**	**-**	**45**	**(45)**	**-**	**(45)**	**-**
Other Adjustments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Increase/(Decrease) in 2019/20	**10,672**	**(2,041)**	**8,631**	**32,068**	**-**	**32,068**	**40,699**
Balance at 31 March 2020 carried forward	**123,374**	**(3,432)**	**119,942**	**584,788**	**-**	**584,788**	**704,730**

	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 31 March 2018	**101,080**	**(690)**	**100,390**	**577,083**	**-**	**577,083**	**677,473**
Adjustments for the restatement of financial instruments under IFRS 9	-	-	-	(501)	-	(501)	(501)
Balance at 1 April 2018	**101,080**	**(690)**	**100,390**	**576,582**	**-**	**576,582**	**676,972**
Movement in reserves during 2018/19	-	-	-	-	-	-	-
Surplus/ (deficit) on provision of services	1,269	51	1,320	-	-	-	1,320
Other Comprehensive Income & Expenditure	-	-	-	(14,359)	-	(14,359)	(14,359)
Total Comprehensive Income & Expenditure	**1,269**	**51**	**1,320**	**(14,359)**	**-**	**(14,359)**	**(13,039)**
Adjustments between group accounts and authority accounts	850	(752)	98	-	-	-	98
Adjustments between accounting basis & funding basis under regulations (note 9)	9,386	-	9,386	(9,386)	-	(9,386)	-
Net Increase/ (Decrease) before Transfers to Earmarked Reserves	**11,505**	**(701)**	**10,804**	**(23,745)**	**-**	**(23,745)**	**(12,941)**
Transfers to/from Earmarked Reserves (note 10)	-	-	-	-	-	-	-
Transfers between reserves	117	-	117	(117)	-	(117)	-
Other Adjustments	-	-	-	-	-	-	-
Increase/(Decrease) in 2018/19	**11,622**	**(701)**	**10,921**	**(23,862)**	**-**	**(23,862)**	**(12,941)**
Balance at 31 March 2019 carried forward	**112,702**	**(1,391)**	**111,311**	**552,720**	**-**	**552,720**	**664,031**

Group Comprehensive Income and Expenditure Statement

		2019/20			2018/19		
	Group Notes	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
		£'000	£'000	£'000	£'000	£'000	£'000
Business Services		63,727	(51,238)	12,489	74,471	(58,374)	16,097
Chief Executive		913	(27)	886	877	(7)	870
Communications & Culture		6,220	(1,043)	5,172	6,139	(1,172)	4,967
Regeneration & Growth		18,236	(12,863)	5,373	17,443	(12,578)	4,865
Neighbourhoods		18,004	(7,464)	10,540	17,301	(6,684)	10,617
Housing Revenue Account		51,148	(67,382)	(16,234)	40,762	(67,518)	(26,756)
Norwich Regeneration Ltd		4,023	(2,627)	1,396	1,874	(1,919)	(45)
Cost of Services		**162,271**	**(142,644)**	**19,627**	**158,867**	**(148,252)**	**10,615**
Other Operating Expenditure				(5,572)			(2,406)
Financing and Investment Income and Expenditure	**10**			12,109			11,987
Taxation and Non-Specific Grant Income				(22,296)			(21,517)
(Surplus) / Deficit on Provision of Services				**3,868**			**(1,321)**
(Surplus) / deficit on revaluation of non-current assets				(3,564)			(2,267)
(Surplus)/deficit from investments in equity instruments designated at fair value from other comprehensive income				(1,198)			569
Actuarial (gains) / losses on pension assets / liabilities				(39,807)			16,057
Other Comprehensive (Income) and Expenditure				**(44,569)**			**14,359**
Total Comprehensive (Income) and Expenditure				**(40,701)**			**13,038**

Group Balance Sheet

	Group Notes	31-Mar-20	31-Mar-19
		£'000	**£'000**
Property, Plant & Equipment	11	930,286	932,460
Heritage Assets		25,553	25,545
Investment Properties	12	108,503	71,331
Intangible Assets		621	573
Long term Investments	13	2,128	1,754
Long Term Debtors	14	5,809	5,786
Long Term Assets		**1,072,900**	**1,037,449**
Short Term Investments		9,000	26,000
Assets Held for Sale		131	380
Short term Debtors	15	12,465	12,674
Inventories	16	5,802	7,332
Cash and Cash Equivalents	17	37,399	24,826
Current Assets		**64,797**	**71,212**
Short Term Borrowing		(886)	(806)
Short Term Creditors	18	(34,527)	(31,013)
Capital Grants Receipts in Advance Short Term		(488)	(704)
Current Liabilities		**(35,901)**	**(32,523)**
Long Term Creditors		(2,805)	(2,688)
Long term Borrowing		(220,136)	(199,900)
Other Long Term Liabilities		(169,684)	(204,221)
Provisions		(3,135)	(3,517)
Capital Grants Receipts in Advance Long Term		(1,306)	(1,781)
Long Term Liabilities		**(397,066)**	**(412,107)**
Net Assets		**704,730**	**664,031**
Usable Reserves		119,943	111,311
Unusable Reserves		584,787	552,720
Total Reserves		**704,730**	**664,031**

Signed: Date: 6th July 2020

Hannah Simpson

Chief Finance Officer

Group Cash Flow Statement

	Group Notes	2019/20 £'000	2018/19 £'000
Net (surplus) or deficit on provision of services		(3,868)	1,321
Adjustments to net surplus or deficit on provision of services for non-cash movements		49,213	41,324
Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities		(16,401)	(17,622)
Net cash flows from Operating Activities		**28,944**	**25,023**
Investing Activities		(35,722)	(34,455)
Financing Activities		19,349	1,881
Net Increase or (decrease) in cash and cash equivalents		**12,572**	**(7,550)**
Cash and cash equivalents at the beginning of the reporting period	17	24,826	32,376
Cash and cash equivalents at the end of the reporting period	17	**37,398**	**24,826**

Notes to the Group Accounts

Group Boundary

Norwich Regeneration Limited was incorporated on 13 November 2015. On 7 October 2016, the Council transferred 3.35 hectares of land at Bowthorpe at full market value to its wholly owned subsidiary Norwich Regeneration Limited in exchange for 22,000 £100 shares in the company. It is a subsidiary for accounting purposes, and has been consolidated into the Council's group accounts.

The Council has determined its associate relationships as follows:

NPS Norwich Ltd	Associate	Consolidated
Norwich Norse (Environmental) Limited	Associate	Consolidated
Norwich Norse (Building) Limited	Associate	Consolidated

Accounting Policies

NRL has prepared 2019/20 accounts using accounting policies consistent with those applied by the Council, and no adjustments have been required to align accounting policies.

There is only one addition to the stated accounting policies for the Council which needs to be included for NRL. This is the accounting policy for Inventories. There is no stated policy on Inventories within the council's accounting policies as these are immaterial for the Council. However Inventories are material for NRL.

The accounting policy is that Inventories are measured at the lower of cost and net realisable value. The cost of inventories is assigned using the First In First Out (FIFO) costing formula. The policy is consistent for both the Council and NRL.

Both entities have a financial year end of 31 March. Disclosure notes have only been restated in the group accounts section where they are materially different from those of the Council's single entity accounts.

10. Financing and investment Income and Expenditure

	2019/20	2018/19
	£'000	£'000
Interest payable and similar charges	8,236	8,161
(Gains)/Losses on the disposal of investment property	(32)	(361)
Pension interest cost and expected return on pension assets	4,912	4,995
Interest Receivable and similar income	(716)	(672)
Income and expenditure in relation to investment properties and changes in their fair value	(53)	44
Other investment income	(365)	(300)
Impairment of Soft Loans	127	120
Total	**12,109**	**11,987**

11. Property Plant and Equipment

Movements in 2019/20	Council Dwellings	Other Land and Buildings	Vehicles, Plant, Furniture and equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation								
At 1 April 2019	**782,152**	**141,149**	**28,147**	**2,812**	**11,809**	**293**	**7,001**	**973,363**
Additions	25,639	1,517	512	49	114	-	152	**27,983**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	364	(1,929)	-	-	-	(40)	-	**(1,605)**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(18,711)	(1,026)	-	-	-	-	-	**(19,737)**
Revaluation write back of prior year deficit recognised in the Surplus / (Deficit) on the Provision of Services	4,205	356	-	-	-	-	-	**4,561**
Derecognition – Disposals	(8,469)	-	(119)	-	-	-	-	**(8,588)**
Derecognition - Other	(194)	-	-	-	-	-	-	**(194)**
Demolition	-	(10)	-	-	-	-	-	**(10)**
Assets Reclassified (to) / from Held for Sale	(670)	(25)	-	-	-	-	-	**(695)**
Other Movements in Cost or Valuation	6,305	13	229	-	-	(228)	(6,547)	**(228)**
Other reclassifications	-	-	-	-	-	-	-	**-**
At 31 March 2020	**790,621**	**140,045**	**28,769**	**2,861**	**11,923**	**25**	**606**	**974,850**
Accumulated Depreciation & Impairment								
At 1 April 2019	**(6,141)**	**(9,880)**	**(24,442)**	**(1,220)**	**-**	**(7)**	**-**	**(41,690)**
Depreciation charge	(14,729)	(2,493)	(682)	(80)	-	(1)	-	**(17,985)**
Depreciation written out to the Surplus/Deficit on Provision of Services	11,592	104	-	-	-	-	-	**11,696**
Depreciation write-back on revaluation to Revaluation Reserve	3,137	1,784	-	-	-	8	-	**4,929**
Impairment losses / (reversals) recognised in CIES	(1,184)	(616)	-	-	-	-	-	**(1,800)**
Impairment losses / (reversals) recognised in RR	199	(13)	-	-	-	-	-	**186**
Derecognition – Disposals	-	-	100	-	-	-	-	**100**
Derecognition - Other	-	-	-	-	-	-	-	**-**
At 31 March 2020	(7,126)	(11,114)	(25,024)	(1,300)	-	-	-	**(44,564)**
Net Book Value								
At 31 March 2020	**783,495**	**128,931**	**3,745**	**1,561**	**11,923**	**25**	**606**	**930,286**
At 31 March 2019	776,012	132,054	3,705	1,591	11,809	287	7,002	932,460

Comparative Movements in 2018/19	Council Dwellings	Other Land and Buildings	Vehicles, Plant, Furniture and equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation								
At 1 April 2018	**762,348**	**142,300**	**27,357**	**2,777**	**11,708**	**270**	**17,760**	**964,520**
Additions	24,044	1,551	1,000	35	101	-	760	**27,491**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	3,987	(8,241)	-	-	-	24	-	**(4,230)**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(14,480)	(3,398)	-	-	-	-	-	**(17,878)**
Revaluation write back of prior year deficit recognised in the Surplus / (Deficit) on the Provision of Services	7,888	1,189	-	-	-	-	-	**9,077**
Derecognition – Disposals	(7,430)	-	(196)	-	-	-	-	**(7,626)**
Derecognition - Other	(168)	-	-	-	-	-	-	**(168)**
Demolition	-	(162)	-	-	-	-	-	**(162)**
Assets Reclassified (to) / from Held for Sale	(745)	-	-	-	-	-	-	**(745)**
Other Movements in Cost or Valuation	6,709	8,695	(15)	-	-	-	(11,518)	**3,871**
Other reclassifications	-	-	-	-	-	-	-	-
At 31 March 2019	**782,153**	**141,934**	**28,146**	**2,812**	**11,809**	**294**	**7,002**	**974,150**
Accumulated Depreciation & Impairment								
At 1 April 2018	**(5,025)**	**(11,754)**	**(23,992)**	**(1,142)**	**(109)**	**(8)**	-	**(42,030)**
Depreciation charge	(14,060)	(2,555)	(645)	(79)	-	(7)	-	**(17,346)**
Depreciation written out to the Surplus/Deficit on Provision of Services	12,308	979	-	-	-	-	-	**13,287**
Depreciation write-back on revaluation to Revaluation Reserve	1,754	4,888	-	-	-	8	-	**6,650**
Impairment losses / (reversals) recognised in CIES	(1,176)	(1,373)	-	-	-	-	-	**(2,549)**
Impairment losses / (reversals) recognised in RR	58	(65)	-	-	-	-	-	**(7)**
Derecognition – Disposals	-	-	196	-	-	-	-	**196**
Derecognition - Other	-	-	-	-	109	-	-	**109**
At 31 March 2019	**(6,141)**	**(9,880)**	**(24,441)**	**(1,221)**	-	**(7)**	-	**(41,690)**
Net Book Value								
At 31 March 2019	776,012	132,054	3,705	1,591	11,809	287	7,002	**932,460**
At 31 March 2018	757,323	130,546	3,365	1,635	11,599	262	17,760	**922,490**

The Council operates a 5-year rolling programme of revaluations in relation to land and buildings except for revaluation of Housing Revenue Account Assets which is carried out on an annual basis. The only property, plant and equipment asset included in NRL's Balance Sheet at the 31 March 2020 is land held by the NRL which is as yet undeveloped. It has been valued at cost £0.259m. Property, plant and equipment for the single entity is measured at current value and revalued at least every five years, by the Council's external valuers NPS. The valuation cycle is shown in the table below and more details on the valuations can be found at note 14 to the single entity accounts.

VALUATION CYCLE '000s	Council dwellings	Other Land & Buildings	Community assets	Infrastructure	Vehicles, Plant, & Equipment	AUC	Surplus properties	Total PPE
Valued at historical cost	-	259	11,923	1,561	3,745	606	-	**18,094**
Valued at current value	-	-	-	-	-	-	-	**-**
2018-19	783,494	40,689	-	-	-	-	25	**824,208**
2017-18	-	38,573	-	-	-	-	-	**38,573**
2016-17	-	46,417	-	-	-	-	-	**46,417**
2015-16	-	1,987	-	-	-	-	-	**1,987**
2014-15	-	1,007	-	-	-	-	-	**1,007**
Total	**783,494**	**128,932**	**11,923**	**1,561**	**3,745**	**606**	**25**	**930,286**

12. Investment Properties

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

	2019/20	2018/19
	£000	£000
Balance at 1 April	71,331	59,625
Additions:	-	2,504
Purchases	43,112	19,722
Transfers	(2,574)	-
Disposals	-	(4,061)
Net gains / (losses) from fair value adjustments	(3,594)	(2,697)
Transfers (to) / from Property, Plant & Equipment	228	(3,871)
Transfers (to) / from Long Term Debtors	-	
Balance at 31 March	**108,503**	**71,331**

The table above includes the investment properties which are held on NRL's Balance Sheet. These are houses being built which will be held by the company when complete for rental to the private sector. This will generate an income stream for the company. The assets are included at cost.

13. Long Term Investments

		2019/20	2018/19
		£000	£000
Equity Shareholding in Subsidiary		-	-
Norwich Airport Ltd		-	260
Municipal Bonds Agency		100	100
Legislator 1656		2,028	1,394
Total Long Term Investments		**2,128**	**1,754**

14. Long Term Debtors

	2019/20			2018/19
	Debtors	Provision for Bad Debt	Net Debtors	Net Debtors
	£000	£000	£000	£000
Advances for House Purchase: Council Houses Sold	3	-	**3**	3
Housing Act Advances	-	-	**-**	-
Norfolk County Council Transferred Debt	635	-	**635**	731
Deferred Capital Receipt Sale of Airport Shares	-	-	**-**	-
Deferred Capital Receipt – Livestock Market	-	-	**-**	-
Decent Home Loans	605	-	**605**	642
Finance Lease > 1 year	1,808	-	**1,808**	1,183
Home Improvement Loans	203	-	**203**	203
Local Authority Mortgage Scheme	-	-	**-**	-
Housing Benefit Overpayments	5,947	(4,496)	**1,451**	2,074
Shared Equity Dwellings	248	-	**248**	237
SALIX	294	**-**	**294**	330
Debts with legal charge over property	207	**-**	**207**	42
Wholly owned subsidiary	-	**-**	**-**	-
Other Long Term Debtors	355	**-**	**355**	341
Total	**10,305**	**(4,496)**	**5,809**	**5,786**

15. Short Term Debtors

	2019/20	2018/19
	£000	£000
Central Government Bodies	2,581	4,385
Other entities & individuals	8,211	5,833
Other Local Authorities	1,673	2,456
Total Short Term Debtors	**12,465**	**12,674**

16. Inventories

	Property Acquired or Constructed for Sale	Property Acquired or Constructed for Sale
	2019/20	2018/19
	£000	£000
Balance at start of year	**7,332**	**5,864**
Purchases	9,943	5,865
Recognised as an expense in year	110	
Transfers	(11,583)	(4,397)
Balance at end of year	**5,802**	**7,332**

The stock held on the balance sheet, relating to NRL, is the houses under construction that once complete will be sold on the open market.

17. Cash and Cash Equivalents

	2019/20	2018/19
	£000	£000
Cash held by Council	12	14
Bank current accounts	3,387	6,812
Short term deposits with banks	10,000	8,000
Short term deposits with building societies	-	-
Short term deposits with Debt Management Office	-	6,000
Short term deposits with local authorities	9,000	4,000
Money Markets	15,000	-
Total Cash & Cash Equivalents	**37,399**	**24,826**

18. Short Term Creditors

	2019/20	2018/19
	£000	£000
Central Government Bodies	7,054	5,119
Other Local Authorities	13,852	10,954
National Health Bodies	3	9
Trade Creditors	7,449	10,266
Receipts in Advance	3,663	1,661
Other entities & individuals	2,506	3,004
Total Short Term Creditors	**34,527**	**31,013**

Glossary of Terms

Accounting Period
The period of time covered by the accounts, normally a period of twelve months, that commences on 1 April for local authority accounts. The end of the accounting period, i.e. 31 March, is the balance sheet date.

Accrual
A sum included in the final accounts attributable to the accounting period but for which payment has yet to be made or income received.

Amortisation
A measure of the consumption of the value of intangible assets, based on the remaining economic life.

Asset
An item having a value measurable in monetary terms. Assets can either be defined as fixed or current. A fixed asset has use and value for more than one year where a current asset (e.g. stocks or short-term debtors) can readily be converted into cash.

Audit of Accounts
An independent examination of the Council's financial affairs, which ensures that the relevant legal obligations and codes of practice have been followed.

Balance Sheet
A financial statement that summarises the Council's assets, liabilities and other balances at the end of the accounting period.

Billing Authority
A local authority charged by statute with the responsibility for the collection of and accounting for council tax, NNDR and residual community charge. These in the main are district council's, such as Norwich, and unitary authorities.

Budget
A financial statement that expresses the council's service delivery plans in monetary terms. This covers as a minimum the same period as the financial year but increasingly council's are preparing medium-term financial plans covering 3 to 5 years.

Capital Expenditure
Expenditure to acquire fixed assets that will be used in providing services beyond the current accounting period or expenditure that adds value to an existing fixed asset.

Capital Financing
The raising of money to pay for capital expenditure. There are various methods of financing capital expenditure including borrowing, direct revenue financing, usable capital receipts, capital grants, capital contributions and revenue reserves.

Capital Financing Requirement
The capital financing requirement reflects the Council's underlying need to borrow for a capital purpose.

Capital Programme
The capital schemes the council intends to carry out over a specified time period, often within a 6 to 10 year timeframe.

Capital Receipt
The proceeds from the disposal of land and other assets. Proportions of capital receipts can be used to finance new capital expenditure, within rules set down by the government, but they cannot be used for revenue purposes.

Cash Equivalents
Investments that mature in 90 days or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Chartered Institute Of Public Finance and Accountancy (CIPFA)
The principal accountancy body dealing with local government finance.

CIPFA Code of Practice on Local Authority Accounting
This specifies the principles and practices of accounting to be followed when preparing the Statement of Accounts. It constitutes “proper accounting practice” and is recognised as such by statute.

Collection Fund
A separate fund maintained by a billing authority which records the expenditure and income relating to council tax, NNDR and residual community charges.

Community Assets
Assets that the Council intends to hold in perpetuity, that have no determinable useful life and that may have restrictions in their disposal. Examples of community assets are parks.

Comprehensive Income and Expenditure Statement
This statement reports the net cost for the year of all the functions for which the Council is responsible, and demonstrates how that cost has been financed from general government grants, and income from local taxpayers. It brings together expenditure and income relating to all the local authority’s functions.

Consistency
The concept that the accounting treatment of like items within an accounting period, and from one period to the next one is the same.

Contingent Liability
A possible obligation arising from past events, 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.

Creditor
Amounts owed by the Council for work done, goods received or services rendered before the end of the accounting period but for which payments have not been made by the end of that accounting period.

Debtor
Amounts due to the Council for work done, goods received or services rendered before the end of the accounting period but for which payments have not been received by the end of that accounting period.

Depreciation
The measure of the cost or revalued amount of the benefits of a fixed asset that have been consumed during the accounting period.

Effective Rate of Interest
The rate of interest that will discount the estimated cash flows over the life of a financial instrument to the amount in the balance at initial measurement.

Exceptional Items
Material items which derive from events or transactions that fall within the ordinary activities of the Council, and which need to be disclosed separately, by virtue of their size or incidence, such that the financial statements give a true and fair view.

Fair Value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction.

Finance Lease
A lease which transfers substantially all of the risks and rewards of ownership of a fixed asset to the lessee. Not the same as an Operating Lease (q.v.).

Financial Instruments
Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term 'financial instrument' covers both financial assets (e.g. bank deposits and investments), and financial liabilities (e.g. trade payables and borrowings).

Financial Reporting Standard (FRS)
Financial Reporting Standards cover particular aspects of accounting practice, and set out the correct accounting treatment, for example, of depreciation. Compliance with these standards is normally mandatory and any departure from them must be disclosed and explained.

Fixed Assets
Tangible assets that yield benefits to the Council, and to the services it provides, for a period of more than one year.

Housing Revenue Account
A separate account to the General Fund, which includes the expenditure and income arising from the provision of housing accommodation owned by the Council.

Impairment
The term used where the estimated recoverable amount from an asset is less than the amortised cost at which the asset is being carried on the balance sheet.

Infrastructure Assets
Fixed assets belonging to the Council which do not necessarily have a resale value (e.g. highways), and for which a useful life-span cannot be readily assessed.

Intangible Fixed Assets
These are assets which do not have a physical substance, e.g. software licences, but which yield benefits to the Council and the services it provides, for a period of more than one year.

Minimum Revenue Provision
MRP is a charge to the revenue account in relation to capital expenditure financed from borrowing or credit arrangements

Movement in Reserves Statement
This statement precedes the Comprehensive Income and Expenditure Statement. It takes into account items, in addition to the Income and Expenditure Account surplus or deficit, which are required by statute, and non-statutory proper practices, to be charged or credited to the General Fund, Housing Revenue Account & other reserves

Movement in Reserves Statement – Housing Revenue Account
This statement follows the Housing Revenue Account Income and Expenditure Statement. It takes into account items, in addition to the Income and Expenditure Account surplus or deficit, which are required by statute, and non-statutory proper practices, to be charged or credited to the Housing Revenue Account.

NNDR (National Non-Domestic Rate)
National Non-Domestic Rate is a standard rate in the pound, set by the government, on the assessed rateable value of properties used for business purposes.

Non-Current Asset
Tangible assets that yield benefits to the Council, and to the services it provides, for a period of more than one year.

Operating Lease
A lease where the ownership of the fixed asset remains with the lessor. Not the same as a Finance Lease (q.v.).

Outturn
Refers to actual income and expenditure or balances as opposed to budgeted amounts.

Precept
The amount which a local authority, which cannot level a council tax directly on the public, requires to be collected on its behalf. The major precepting authorities are Norfolk County Council and Norfolk Police Authority.

Provisions
Monies set aside for liabilities which are likely to be incurred, but where exact amounts or dates are uncertain.

Prudential Code
The Prudential Code, introduced in April 2004, sets out the arrangements for capital finance in local authorities. It constitutes 'proper accounting practice' and is recognised as such by statute.

Rateable Value
The annual assumed rental value of a property, which is used for business purposes.

Reserves
The accumulation of surpluses and deficits over past years. Reserves of a revenue nature can be spent or earmarked at the discretion of the Council. Reserves of a capital nature may have some restrictions placed on them as to their use.

Revenue Expenditure
Spending on day to day items, such as employees' pay, premises costs and supplies and services.

Revenue Expenditure Funded from Capital under Statute (REFCUS)
Expenditure which legislation allows to be classified as capital for funding purposes when it does not result in expenditure being carried on the Balance Sheet as a fixed asset. The purpose of this is to enable the expenditure to be funded from capital resources rather than be charged to the General Fund and impact on that years' council tax.

Revenue Support Grant
The main grant paid by central government to a local authority towards the costs of their services.

SERCOP (Service Reporting Code of Practice)
The Service Reporting Code of Practice provides guidance on the content and presentation of costs of service activities within the CIES. It constitutes 'proper accounting practice' and is recognised as such by statute.

Tangible Assets
See Fixed Assets (q.v.)

Transfer of Undertakings (Protection of Employment) Regulations (TUPE)
This protects employees' terms and conditions of employment when a business is transferred from one owner to another. Employees of the previous owner when the business changes hands automatically become employees of the new employer on the same terms and conditions.

Trust Funds
Funds administered by the Council for such purposes as prizes, charities and specific projects, usually as a result of individual legacies and donations.

Two Tier Authority
In most areas of England, local government functions are divided between two tiers of local authority, county council's, known as "upper tier" authorities and city, borough or district council's, known as "lower tier" authorities.

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Produced by Norwich City Council – March 2020

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COM12376

Report to	Audit committee	**Item**
	14 July 2020	8
Report of	Chief finance officer	
Subject	External Audit Plan 2019-20	

Purpose

This report presents the annual external audit plan 2019-20.

Recommendation

To:

(1) review the attached report from the council's external auditor; and

(2) consider and agree the approach and scope of the external audit as proposed in the audit plan.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

There are no direct financial implications arising from this report.

Council Ward/s: All wards

Cabinet member: Councillor Kendrick – Resources

Contact officers

Hannah Simpson, chief finance officer 01603 212440

Background documents: None

Report

Introduction

1. This report sets out the external auditors' proposed approach to their work for the audit of the accounts for the 2019-20 financial year, for discussion and agreement with the audit committee.

Key points to note

2. The following significant matters are covered in the report:

   a) The auditors' assessment of the key financial statement risks (section 2 of the audit plan) which relate to misstatements due to fraud or error, as well as the council's implementation of a new financial system in November 2019.

   b) Section 2 also sets out other areas of audit focus including the impact of Covid-19 and going concern assessment; production of group accounts; and assets valuations (property and pension assets).

   c) The auditors' assessment of the key value for money risks (section 3 of the audit plan). This covers both commercialisation and the medium-term financial strategy.

   d) A substantive testing approach will be followed as well as using computer-based data analytics tools to support the audit testing (section 5). The work of internal audit will be reviewed, and reliance will be placed on the work of NPS valuation specialists for property values, actuarial specialists for pension fund valuations and Link Asset Services for financial instrument fair values (section 6).

   e) The proposed core audit fee for 2019-20 are currently subject to discussion between the external auditors and the council (Appendix A). Further fees are expected to be incurred in relation to the audit of the group accounts and the value for money conclusion.

Recommendation

The committee is recommended to review and note the attached report from the council's external auditor.

Norwich City Council and Group

Audit Plan

Year ended 31 March 2020

30 April 2020

Building a better working world

Audit Committee Members
Norwich City Council
City Hall
St Peter's Street
Norwich
NR2 1NH

30 April 2020

Dear Audit Committee Member

2019/20 Initial Audit Plan

We are pleased to attach our Initial Audit Plan which sets out how we intend to carry out our responsibilities as auditor. Its purpose is to provide the Audit Committee with a basis to review our proposed audit approach and scope for the 2019/20 audit in accordance with the requirements of the Local Audit and Accountability Act 2014, the National Audit Office's 2015 Code of Audit Practice, the Statement of Responsibilities issued by Public Sector Audit Appointments (PSAA) Ltd, auditing standards and other professional requirements. It is also to ensure that our audit is aligned with the Committee's service expectations.

This initial Plan summarises our initial assessment of the key risks driving the development of an effective audit for the Council, and outlines our planned audit strategy in response to those risks. We will provide an updated plan if there are any additional audit risks and procedures that arise from the financial reporting requirements of the Covid-19 pandemic.

This report is intended solely for the information and use of the Audit Committee and management, and is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss this report with you at the next available Audit Committee, as well as understand whether there are other matters which you consider may influence our audit.

Yours faithfully

MARK HODGSON

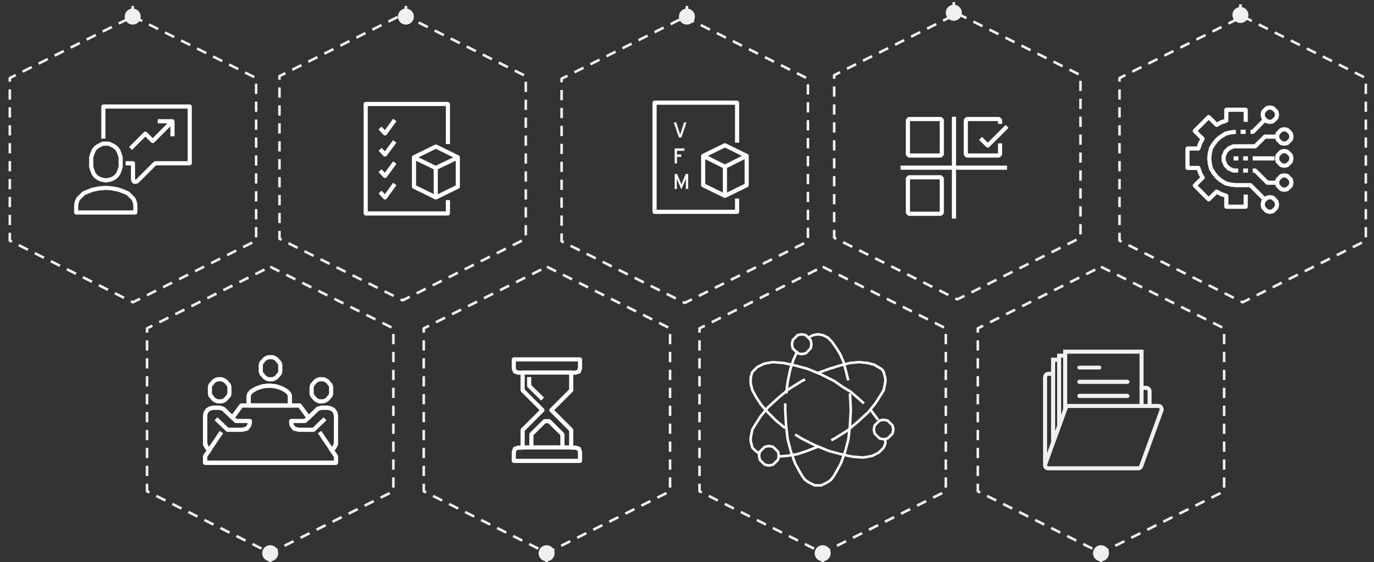
Mark Hodgson

Associate Partner

For and on behalf of Ernst & Young LLP

Enc

Contents



Public Sector Audit Appointments Ltd (PSAA) issued the "Statement of responsibilities of auditors and audited bodies". It is available from the via the PSAA website (https://www.psaa.co.uk/audit-quality/statement-of-responsibilities/). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.
The "Terms of Appointment and further guidance (updated April 2018)" issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the Audit Committee and management of Norwich City Council in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Audit Committee, and management of Norwich City Council those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Audit Committee, and management of Norwich City Council for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.

01 Overview of our 2019/20 audit strategy

Overview of our 2019/20 audit strategy

The following 'dashboard' summarises the significant accounting and auditing matters outlined in this report. It seeks to provide the Audit Committee with an overview of our initial risk identification for the upcoming audit and any changes in risks identified in the current year.

Audit risks and areas of focus

Risk / area of focus	Risk identified	Change from PY	Details
Misstatements due to fraud or error	Fraud risk	No change in risk or focus	As identified in ISA 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that would otherwise appear to be operating effectively.
Incorrect capitalisation of revenue expenditure	Fraud risk	No change in risk or focus	Linking to our fraud risk above we have considered the capitalisation of revenue expenditure on property, plant and equipment as a separate specific risk, given the extent of the Council's capital programme.
Accounting adjustments made in the 'Movement in Reserves Statement'.	Fraud Risk	No change in risk or focus	Linking to our fraud risk above we have considered the accounting adjustments made in the Movement in Reserves statement as a separate specific risk, given the financial pressure the Council is under to achieve its revenue budget and maintain reserve balances above the minimum approved levels. Manipulating expenditure is a potential way of achieving these targets.

Overview of our 2019/20 audit strategy

The following 'dashboard' summarises the significant accounting and auditing matters outlined in this report. It seeks to provide the Audit Committee with an overview of our initial risk identification for the upcoming audit and any changes in risks identified in the current year.

Audit risks and areas of focus

Risk / area of focus	Risk identified	Change from PY	Details
New financial system	Significant Risk	New risk area in 2019/20	The Council implemented a new general ledger financial system (e5 financial system) on the 1 November 2019. The audit risk is that 100% of relevant financial information has not been appropriately transferred to the new system leading to material misstatement in the 2019/20 financial statements.
Valuation of Land and Buildings	Inherent risk	No change in risk or focus	Due to the complexity in accounting for land and buildings and the material values involved, there is a higher risk that asset valuations contain material misstatements. Covid-19 may have a significant impact over the year end valuations.
Pensions valuations and disclosures	Inherent risk	No change in risk or focus	The Local Authority Accounting Code of Practice and IAS19 require the Council to make extensive disclosures within its financial statements regarding the Local Government Pension Scheme (LGPS) in which it is an admitted body.
Group Accounts	Inherent Risk	No change in risk or focus	In 2015 the Council incorporated Norwich Regeneration Limited (NRL), a company, with the Council as the sole owner. Activity is at a level considered material, which requires the Council to prepare group accounts. We identify this as an inherent risk at the Council, as the consolidation can be a complex area of accounting.

Overview of our 2019/20 audit strategy

Materiality

Planning materiality
£3.425m

Materiality has been set at £3.425 million for the Council and £3.462 million for the Group, which represents 2% of the prior years gross expenditure on provision of services.

Performance materiality
£2.569m

Performance materiality has been set at £2.569 million for the Council and £2.597 million for the Group, which represents 75% of materiality.

Audit differences
£0.171m

We will report all uncorrected misstatements relating to the primary statements (comprehensive income and expenditure statement, balance sheet, movement in reserves statement, cash flow statement and collection fund) greater than £171,000 for the Council and the Group. Other misstatements identified will be communicated to the extent that they merit the attention of the Audit Committee.

Overview of our 2019/20 audit strategy

Audit scope

This Audit Plan covers the work that we plan to perform to provide you with:

- Our audit opinion on whether the financial statements of Norwich City Council give a true and fair view of the financial position as at 31 March 2020 and of the income and expenditure for the year then ended; and

- Our conclusion on the Council's arrangements to secure economy, efficiency and effectiveness (Value for Money).

We will also review and report to the National Audit Office (NAO), to the extent and in the form required by them, on the Council's Whole of Government Accounts return.

Our audit will also include the mandatory procedures that we are required to perform in accordance with applicable laws and auditing standards.

When planning the audit we take into account several key inputs:

- Strategic, operational and financial risks relevant to the financial statements;
- Developments in financial reporting and auditing standards;
- The quality of systems and processes;
- Changes in the business and regulatory environment; and,
- Management's views on all of the above.

By considering these inputs, our audit is focused on the areas that matter and our feedback is more likely to be relevant to the Council.

Taking the above into account, and as articulated in this audit plan, our professional responsibilities require us to independently assess the risks associated with providing an audit opinion and undertake appropriate procedures in response to that. Our Terms of Appointment with PSAA allow them to vary the fee dependent on "the auditors assessment of risk and the work needed to meet their professional responsibilities".

PSAA are aware that the setting of scale fees has not kept pace with the changing requirements of external audit with increased focus on, for example, the valuations of land and buildings, the auditing of groups, the valuation of pension assets and obligations, the introduction of new accounting standards in recent years as well as the expansion of factors impacting the value for money conclusion.

We are currently in the process of discussing the extent of these areas and the audit risks highlighted in this Audit Plan as relevant in the context of Norwich City Council's audit, and the resultant impact on the scale fee. We have only set out the published Scale Fee in Appendix A.

02 Audit risks

Our response to significant risks

We have set out the significant risks (including fraud risks denoted by*) identified for the current year audit along with the rationale and expected audit approach. The risks identified below may change to reflect any significant findings or subsequent issues we identify during the audit.

Misstatements due to fraud or error *

What is the risk?

The financial statements as a whole are not free of material misstatements whether caused by fraud or error.

As identified in ISA (UK and Ireland) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. We identify and respond to this fraud risk on every audit engagement.

For the Council, we have identified the capitalisation of revenue and accounting adjustments made in the movement in reserves statement as the key areas at risk of manipulation. The detail of these is set out on the next pages.

What will we do?

We will undertake our standard procedures to address fraud risk, which include:

- Identifying fraud risks during the planning stages.
- Inquiring of management about risks of fraud and the controls put in place to address those risks.
- Understanding the oversight given by those charged with governance of management's processes over fraud.
- Considering the effectiveness of management's controls designed to address the risk of fraud.
- Determining an appropriate strategy to address those identified risks of fraud.
- Performing mandatory procedures regardless of specifically identified fraud risks, including testing of journal entries and other adjustments in the preparation of the financial statements.

To address the residual risk of management override we perform specific procedures which include:

- Testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements, for example using our journal tool to focus our testing on specific journals such as those created at unusual times or by staff members not usually involved in journal processing;
- Assessing key accounting estimates for evidence of management bias; and
- Evaluating the business rationale for significant unusual transactions.

Our response to significant risks (continued)

Misstatements due to fraud or error - the incorrect capitalisation of revenue expenditure *

Financial statement impact

We have identified a risk of expenditure misstatements due to fraud or error that could affect the income and expenditure accounts.

We consider the risk applies to capitalisation of revenue expenditure and could result in a misstatement of cost of services reported in the comprehensive income and expenditure statement.

What is the risk?

The Council is under financial pressure to achieve budget and maintain reserve balances above the minimum approved levels. Manipulating expenditure is a key way to achieve these targets.

We consider the risk applies to capitalisation of revenue expenditure. Management could manipulate revenue expenditure by incorrectly capitalising expenditure which is revenue in nature and should be charge to the comprehensive income and expenditure account.

What will we do?

Our approach will focus on:

- Sample testing additions to Property, Plant and Equipment (PPE) to ensure that they have been correctly classified as capital and included at the correct value in order to identify any revenue items that have been inappropriately capitalised; and
- Using our data analytics tool to identify and test journal entries that move expenditure into capital codes.

Our response to significant risks (continued)

Misstatements due to fraud or error - accounting adjustments made in the 'Movement in Reserves Statement' *

Financial statement impact

We have identified a risk of misstatements due to fraud or error that could affect the income and expenditure accounts.

We consider the risk applies to accounting adjustments made in the movement in reserves statement and could result in a misstatement of cost of services reported in the comprehensive income and expenditure statement.

What is the risk?

The Council is under financial pressure to achieve its revenue budget and maintain reserve balances above the minimum approved levels. Manipulating expenditure is a key way of achieving these targets.

We consider the risk applies to accounting adjustments made in the movement in reserves statement.

- The adjustments between accounting basis and funding basis under Regulation changes the amounts charged to General Fund balances. Regulations are varied and complex, resulting in a risk that management misstatement accounting adjustments to manipulate the General Fund balance. We have identified the risk to be highest for adjustments concerning:
- Revenue Expenditure Funded from Capital Under Statute (REFCUS)
- Minimum revenue provision

What will we do?

Our approach will focus on:

- Sample testing REFCUS to ensure the expenditure meets the definition of allowable expenditure, or is incurred under direction from the Secretary of State; and
- Reviewing the Council's policy and application of the 'Minimum Revenue Provision'.

Our response to fraud and significant risks (continued)

New financial system	What is the risk?	What will we do?
	The Council implemented a new general ledger financial system (e5) on the 11 November 2019. As with any major IT upgrade programme, there is a risk that 100% of the relevant financial information has not been appropriately transferred to the new system leading to material misstatement in the 2019/20 financial statements. In addition, we need to be assured that the IT control environment within the new financial system is working as designed.	Our approach will focus on: ▸ Uploading data from the new system for both 2018/19 and 2019/20 into our data analytics tool. We will use our data analytics tool to check consistency of mapping (100% coverage); ▸ Agreeing the re-mapped data to the audited 2018/19 financial statements; ▸ Applying data analytic trending analysis and investigate any material differences; ▸ Using transactions testing applied to Balance Sheet and Income & Expenditure statement accounts to provide further assurance on the mapping applied to the 2019/20 data; ▸ Reviewing the design and use of IT application controls within the new financial system to ensure the IT control environment remains stable.

Other areas of audit focus

We have identified other areas of the audit, that have not been classified as significant risks, but are still important when considering the risks of material misstatement to the financial statements and disclosures.

What is the risk?	What will we do?
<u>Valuation of Property, Plant and Equipment – Inherent risk</u> The fair value of Property, Plant and Equipment (PPE), including Heritage Assets and Investment Properties (IP) represent significant balances in the Council's accounts (£1.022 billion at 31 March 2019). These balances are subject to valuation changes, impairment reviews and depreciation charges. Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end balances recorded in the balance sheet.	In order to address this risk we will carry out a range of procedures including: ▸ Consider the work performed by the Council's valuers (NPS), including the adequacy of the scope of the work performed, their professional capabilities and the results of their work; ▸ Sample testing key asset information used by the valuers in performing their valuation (e.g. floor plans to support valuations based on price per square metre, assumptions about the impact of Covid-19); ▸ Consider the annual cycle of valuations to ensure that assets have been valued within a 5 year rolling programme as required by the Code for PPE. We will also consider if there are any specific changes to assets that have occurred and that these have been communicated to the valuer. Review assets not subject to valuation in 2019/20 to confirm that the remaining asset base is not materially misstated; ▸ Consider circumstances that require the use of EY valuation specialists to review any material specialist assets and the underlying assumptions used; and ▸ Consider changes to useful economic lives as a result of the most recent valuation; and ▸ Test accounting entries have been correctly processed in the financial statements.
<u>Pension liability valuation – Inherent risk</u> The Local Authority Accounting Code of Practice and IAS19 require the Council to make extensive disclosures within its financial statements regarding its membership of the Local Government Pension Scheme administered by Norfolk County Council. The Council's pension fund deficit is a material estimated balance and the Code requires that this liability be disclosed on the Council's balance sheet. At 31 March 2019 this totalled £204.1 million. The information disclosed is based on the IAS 19 report issued to the Council by the actuary to the County Council. Accounting for this scheme involves significant estimation and judgement and therefore management engages an actuary to undertake the calculations on their behalf. ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates. For 2019/20 it is possible these entries will be subject to further volatility as a consequence of Brexit and Covid-19.	In order to address this risk we will carry out a range of procedures including: ▸ Liaise with the auditors of Norfolk Pension Fund, to obtain assurances over the information supplied to the actuary in relation to Norwich City Council; ▸ Assess the work of the Pension Fund actuary (Hymans) including the assumptions they have used by relying on the work of PWC - Consulting Actuaries commissioned by The National Audit Office for all Local Government sector auditors, and considering any relevant reviews by the EY actuarial team; and ▸ Review and test the accounting entries and disclosures made within the Council's financial statements in relation to IAS19. ▸ Review the impact of Brexit and Covid-19 on the value of Pension Fund assets and consider whether there are any risks of material misstatement arising from this.

Other areas of audit focus (cont.)

We have identified other areas of the audit, that have not been classified as significant risks, but are still important when considering the risks of material misstatement to the financial statements and disclosures.

What is the area of focus?	What will we do?
<u>Group Accounts</u> In 2015 the Council incorporated Norwich Regeneration Limited (NRL), a company, with the Council as the sole owner. Activity is at a level considered material, which requires the Council to prepare group accounts. We identify this as an inherent risk as the Council this can be a complex area of accounting.	In order to address this risk we will carry out a range of procedures including: ▸ Review the group assessment prepared by the Council, ensuring that the accounting framework and accounting policies are aligned to the Norwich City Council group; ▸ Scope the audit requirements for NRL based on their significance to the group accounts. Liaising with the external auditor of NRL (Aston Shaw) and issuing group instructions that detail the required audit procedures they are to undertake in order to provide us with assurance for the opinion we will issue on the group accounts; ▸ Ensuring the appropriate consolidation procedures are applied when preparing the Council group accounts and appropriate disclosures are made within the group accounts.

Other areas of audit focus (continued)

Impact of Covid-19

The ongoing disruption to daily life and the economy as a result of the Covid-19 virus will have a pervasive impact upon the financial statements. Understandably, the priority for the Council to date has been to ensure the safety of staff and the delivery of business critical activities. However, the financial statements will need to reflect the impact of Covid-19 on the Council's financial position and performance. Due to the significant uncertainty about the duration and extent of disruption, at this stage we have not identified specific risks related to Covid-19, but wish to highlight the wide range of ways in which it could impact the financial statements. These may include, but not be limited to:

- **Going concern** – management's assessment of whether the Council is a going concern will need to consider the impact of the current conditions on the Council's future performance. Additional narrative disclosure will be required, including on the future principal risks and uncertainties, including the impact on operations for 2020/21 and beyond.
- **Revenue recognition –** there may be an impact on income collection (Council and Business rates) if businesses and residents are unable to work and earn income due to the lockdown and restriction of movement due to COVID-19.
- **Tangible assets –** there may be impairment of tangible assets if future service potential is reduced by the economic impact of the virus. The Council may also have already incurred capital costs on projects where the economic case has fundamentally changed.
- **Pensions** – volatility in the financial markets is likely to have a significant impact on pension assets, and therefore net liabilities.
- **Receivables** – there may be an increase in amounts written off as irrecoverable and impairment of year-end balances due to the increased number of businesses and residents unable to meet their financial obligations.
- **Holiday and sickness pay** – the change in working patterns may result in year-end staff pay accruals which are noticeably different to prior years.
- **Government support –** any Covid-19 specific government support is likely to be a new transaction stream and may require development of new accounting policies and treatments.
- **Annual Governance Statement–** the widespread use of home working is likely to change the way internal controls operate. The Annual Governance Statement will need to capture how the control environment has changed during the period and what steps were taken to maintain a robust control environment during the disruption. This will also need to be considered in the context of internal audit's ability to issue their Head of Internal Audit opinion for the year, depending on the ability to complete the remainder of the internal audit programme.

We will provide an update on the impact of Covid-19 on the Council's financial statements, and how we have responded to the additional risks of misstatement, later in our audit.

In addition to the impact on the financial statements themselves, the disruption caused by Covid-19 may impact on management's ability to produce the financial statements and our ability to complete the audit to the planned timetable. For example, it may be more difficult than usual to access the supporting documentation necessary to support our audit procedures. There will be additional audit procedures we have to perform to respond to the additional risks caused by the factors noted above.

Other areas of audit focus (continued)

What is the risk/area of focus?	What will we do?
Going Concern Compliance with ISA 570 This auditing standard has been revised in response to enforcement cases and well-publicised corporate failures where the auditor's report failed to highlight concerns about the prospects of entities which collapsed shortly after. The revised standard is effective for audits of financial statements for periods commencing on or after 15 December 2019, which for the Council will be the audit of the 2020/21 financial statements. The revised standard increases the work we are required to perform when assessing whether the Council is a going concern. It means UK auditors will follow significantly stronger requirements than those required by current international standards; and we have therefore judged it appropriate to bring this to the attention of the Audit Committee. The CIPFA Guidance Notes for Practitioners 2019/20 accounts states 'The concept of a going concern assumes that an authority's functions and services will continue in operational existence for the foreseeable future. The provisions in the Code in respect of going concern reporting requirements reflect the economic and statutory environment in which local authorities operate. These provisions confirm that, as authorities cannot be created or dissolved without statutory prescription, they must prepare their financial statements on a going concern basis of accounting.' 'If an authority were in financial difficulty, the prospects are thus that alternative arrangements might be made by central government either for the continuation of the services it provides or for assistance with the recovery of a deficit over more than one financial year. As a result of this, it would not therefore be appropriate for local authority financial statements to be provided on anything other than a going concern basis.'	The revised standard requires: ▶ auditor's challenge of management's identification of events or conditions impacting going concern, more specific requirements to test management's resulting assessment of going concern, an evaluation of the supporting evidence obtained which includes consideration of the risk of management bias; ▶ greater work for us to challenge management's assessment of going concern, thoroughly test the adequacy of the supporting evidence we obtained and evaluate the risk of management bias. Our challenge will be made based on our knowledge of the Authority obtained through our audit, which will include additional specific risk assessment considerations which go beyond the current requirements; ▶ improved transparency with a new reporting requirement for public interest entities, listed and large private companies to provide a clear, positive conclusion on whether management's assessment is appropriate, and to set out the work we have done in this respect. While the Council are not one of the three entity types listed, we will ensure compliance with any updated reporting requirements; ▶ a stand back requirement to consider all of the evidence obtained, whether corroborative or contradictory, when we draw our conclusions on going concern; and ▶ necessary consideration regarding the appropriateness of financial statement disclosures around going concern. The revised standard extends requirements to report to regulators where we have concerns about going concern. We will continue to discuss the detailed implications of the new standard with finance staff during 2019/20 ahead of its full application for 2020/21.

03 Value for Money Risks

Value for Money

Background

We are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. This is known as our value for money conclusion.

For 2019/20 this is based on the overall evaluation criterion:

"In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people"

Proper arrangements are defined by statutory guidance issued by the National Audit Office. They comprise your arrangements to:

- Take informed decisions;
- Deploy resources in a sustainable manner; and
- Work with partners and other third parties.

In considering your proper arrangements, we will draw on the requirements of the CIPFA/SOLACE framework for local government to ensure that our assessment is made against a framework that you are already required to have in place and to report on through documents such as your annual governance statement.

We are only required to determine whether there are any risks that we consider significant, which the Code of Audit Practice defines as:
"A matter is significant if, in the auditor's professional view, it is reasonable to conclude that the matter would be of interest to the audited body or the wider public"

Our risk assessment supports the planning of sufficient work to enable us to deliver a safe conclusion on arrangements to secure value for money and enables us to determine the nature and extent of further work that may be required. If we do not identify any significant risks there is no requirement to carry out further work. We consider business and operational risks insofar as they relate to proper arrangements at both sector and organisation-specific level.

Our initial planning procedures have resulted in the identification of the growing commercial activity of the Council as an area that may present a significant risk and which we therefore need to undertake more work on as part of our risk assessment, as outlined on the following page. We have also identified financial resilience as a risk given the budget gaps identified in the medium term financial plan.

As part of our value for money planning risk assessment for 2019/20 we will consider the steps taken by the Council to consider the impact of Brexit on its future service provision, medium-term financing and investment values. Although the precise impact cannot yet be financially modelled, we would expect that Authorities will be carrying out scenario planning and that Brexit and its impact will feature on operational risk registers. Our risk assessment will consider both the potential financial impact of the issues we identify, and also the likelihood that the issue will be of interest to local taxpayers, the Government and other stakeholders.

Value for Money Risks

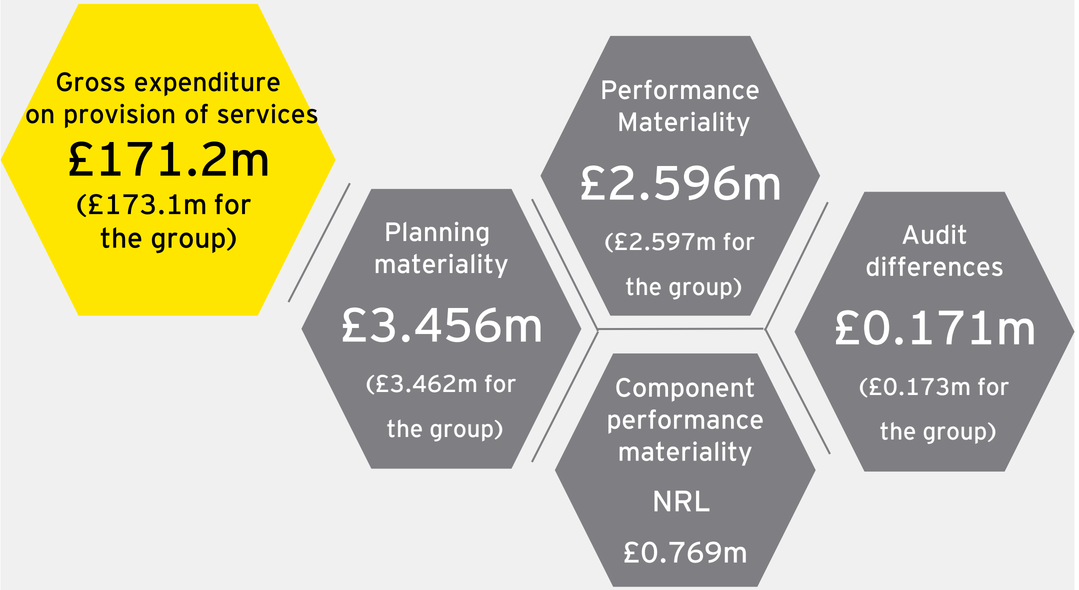
What is the significant value for money risk?	What arrangements does the risk affect?	What will we do?
Commercialisation The Council continues to identify new ways to generate income in the current constrained financial environment. In 2019/20 the Council has increased investments in commercial property and the investment in the Council's own company, Norwich Regeneration Limited. This has included diversifying the investment portfolio and purchasing assets out of area. Entering into commercial activity on an increased scale requires the Council to continue to have appropriate governance and corporate arrangements in place to appropriately plan and deliver these schemes. We have identified a risk due to the increasing activity by the Council in this area.	Taking informed decisions.	Our approach will focus on: • Consideration of the Council's Commercial Property Strategy to ensure it is in line with current guidance; • The purchase of investment properties in the year to ensure they are in line with the Council's strategy; • a review of the updated Norwich Regeneration Limited business plan and how it aligns with Council priorities; • the financial modelling of the returns from commercial activity included in the medium term financial strategy.
Financial Resilience The Medium Term Financial Strategy (MTFS) shows a need to make further gross savings of £10.0 million over the next four years, assuming demand-led growth of £0.75 million per annum. Following the existing "smoothed" approach this equates to gross savings of £2.49 million each year to 2024/25. Savings plans have yet to be fully developed to address this gap and the commercialisation agenda above is one approach to mitigating the risk. Given the level of the savings required this presents a risk to the Council's financial position.	Deploy resources in a sustainable manner	Our approach will focus on: ▸ Monitor the financial outturn position for 2019/20, including delivery of savings and assess the impact on Reserves; ▸ Review the arrangements that the Council have put in place for identifying medium term savings requirement and development of its budget and MTFS; ▸ Obtain supporting information in respect of the key savings; and ▸ Undertake a sensitivity analysis of past and current activity on future reserves.

04 Audit materiality

Materiality

Materiality

For planning purposes, materiality for 2019/20 has been set at £3.456 million (£3.462 million for the group). This represents 2% of the Council's prior year gross expenditure on provision of services. It will be reassessed throughout the audit process. We have chosen this percentage on the basis of there being no shareholders; no traded debt or covenants; limited changes in the business environment; good viability of the business and limited external financing.



We request that the Audit Committee confirm its understanding of, and agreement to, these materiality and reporting levels.

Key definitions

Planning materiality – the amount over which we anticipate misstatements would influence the economic decisions of a user of the financial statements.

Performance Materiality – the amount we use to determine the extent of our audit procedures. We have set performance materiality at £2.596 million (£2.597 million for the group) which represents 75% of planning materiality.

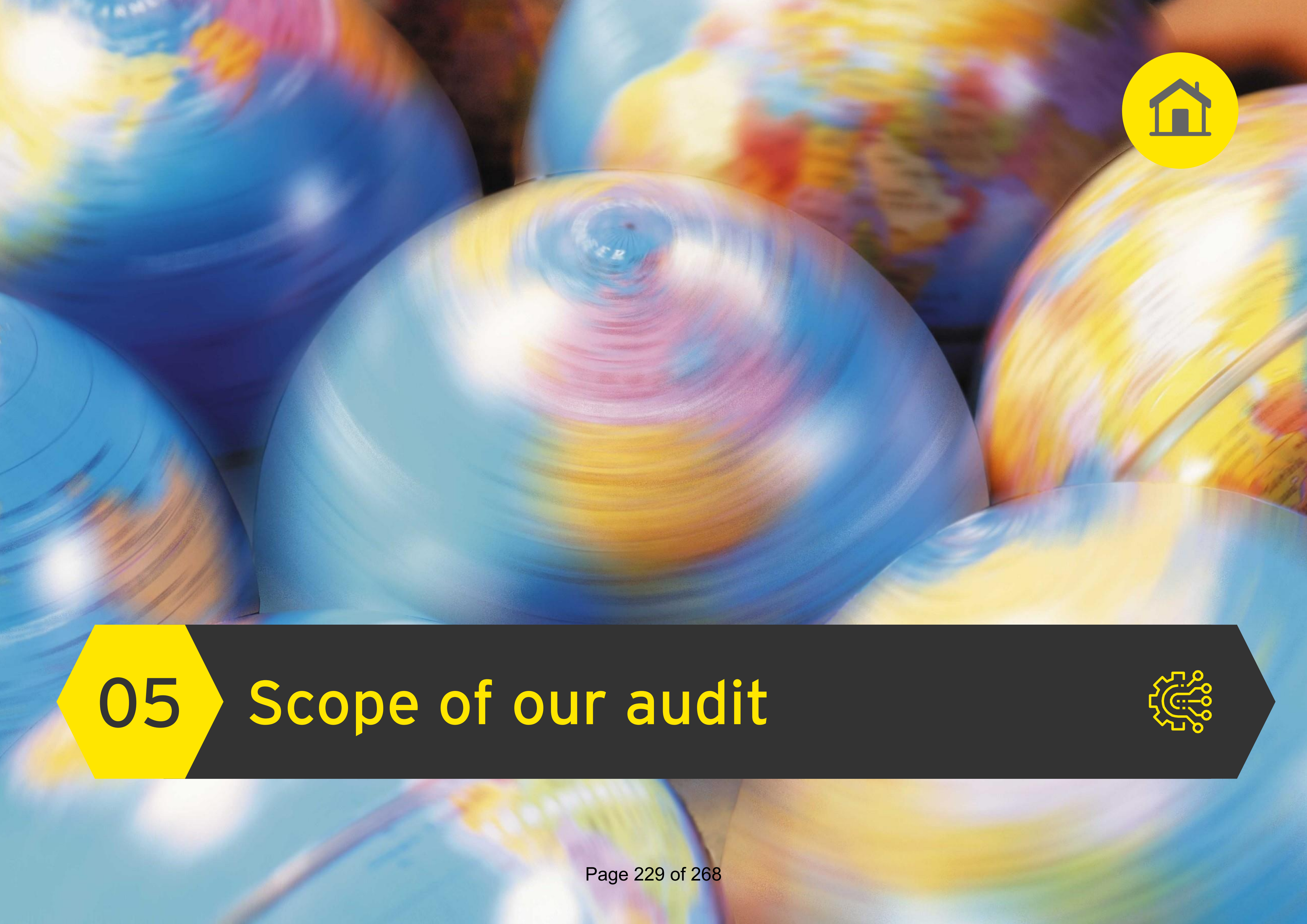
Component performance materiality range – we determine component performance materiality as a percentage of Group performance materiality based on risk and relative size to the Group. Assigned performance materiality is £0.769 million for Norwich Regeneration Limited (NRL).

Audit difference threshold – we propose that misstatements identified below this threshold are deemed clearly trivial. We will report to you all uncorrected misstatements over this amount relating to the comprehensive income and expenditure statement, balance sheet and collection fund that have an effect on income or that relate to other comprehensive income.

Other uncorrected misstatements, such as reclassifications and misstatements in the cashflow statement and movement in reserves statement or disclosures, and corrected misstatements will be communicated to the extent that they merit the attention of the audit committee, or are important from a qualitative perspective.

Specific materiality – We have set a specific materiality for the areas below which reflects our understanding that an amount less than our materiality may influence the economic decisions of users of the financial statements:

- Remuneration disclosures, related party transactions and councillor allowances - As these disclosures are considered to be of interest to users of the accounts we have adopted judgement in ensuring that we have tested the disclosures in sufficient detail to ensure they are correctly disclosed.



05 Scope of our audit

Our Audit Process and Strategy

Objective and Scope of our Audit scoping

Under the Code of Audit Practice our principal objectives are to review and report on the Council's financial statements and arrangements for securing economy, efficiency and effectiveness in its use of resources to the extent required by the relevant legislation and the requirements of the Code.

We issue an audit report that covers:

1. Financial statement audit

Our objective is to form an opinion on the financial statements under International Standards on Auditing (UK and Ireland).

We also perform other procedures as required by auditing, ethical and independence standards, the Code and other regulations. We outline below the procedures we will undertake during the course of our audit.

Procedures required by standards

- Addressing the risk of fraud and error;
- Significant disclosures included in the financial statements;
- Entity-wide controls;
- Reading other information contained in the financial statements and reporting whether it is inconsistent with our understanding and the financial statements; and
- Auditor independence.

Procedures required by the Code

- Reviewing, and reporting on as appropriate, other information published with the financial statements, including the Annual Governance Statement; and
- Reviewing and reporting on the Whole of Government Accounts return, in line with the instructions issued by the NAO.

2. Arrangements for securing economy, efficiency and effectiveness (value for money)

We are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources.

Our Audit Process and Strategy (continued)

Audit Process Overview

Our audit involves:

- Identifying and understanding the key processes and internal controls; and
- Substantive tests of detail of transactions and amounts.

For 2019/20 we plan to follow a substantive approach to the audit as we have concluded this is the most efficient way to obtain the level of audit assurance required to conclude that the financial statements are not materially misstated.

Analytics:

We will use our computer-based analytics tools to enable us to capture whole populations of your financial data, in particular journal entries. These tools:

- Help identify specific exceptions and anomalies which can then be subject to more traditional substantive audit tests; and
- Give greater likelihood of identifying errors than random sampling techniques.

We will report the findings from our process and analytics work, including any significant weaknesses or inefficiencies identified and recommendations for improvement, to management and the Governance and Audit Committee.

Internal audit:

We will regularly meet with the Head of Internal Audit, and review internal audit plans and the results of their work. We will review the findings from these reports, together with reports from any other work completed in the year, in our detailed audit plan, where they raise issues that could have an impact on the financial statements.

Scope of our audit

Deadline for production of the financial statements

The Accounts and Audit Regulations 2015 introduced a significant change in statutory deadlines from the 2017/18 financial year. From that year the timetable for the preparation and approval of accounts will be brought forward with draft accounts needing to be prepared by 31 May and the publication of the accounts by 31 July. Whilst this has been relaxed for 2019/20 in light of Covid-19, the Council is still working to the original timelines in respect of the draft financial statements and audit timing.

These changes provide risks for both the preparers and the auditors of the financial statements:

- The Council now has less time to prepare the financial statements and supporting working papers. Risks to the Council include slippage in delivering data for analytics work in format and to time required, late working papers, internal quality assurance arrangements, changes to finance team etc.
- As your auditor, we have a more significant peak in our audit work and a shorter period to complete the audit. Risks for auditors relate to delivery of all audits within same compressed timetable. Slippage at one client could potentially put delivery of others at risk.

To mitigate this risk we will require:

- good quality draft financial statements and supporting working papers by the agreed deadline;
- appropriate Council staff to be available throughout the agreed audit period; and
- complete and prompt responses to audit questions using the EY Canvas Portal.

If you are unable to meet key dates within our agreed timetable, we will notify you of the impact on the timing of your audit, which may be that we postpone your audit until later in the year and redeploy the team to other work to meet deadlines elsewhere. Where additional work is required to complete your audit, due to additional risks being identified, additional work being required as a result of scope changes, or poor audit evidence, we will notify you of the impact on the fee and the timing of the audit. Such circumstances may result in a delay to your audit while we complete other work elsewhere.

To support the Authority we will:

- Work with the Authority and officers to engage early to facilitate early substantive testing where appropriate.
- Provide an early review on the Authority's streamlining of the Statement of Accounts where non-material disclosure notes are removed.
- Facilitate a closedown workshop with Statutory Finance Officers to agree an approach to enable us all to achieve a successful closure of accounts for the 2019/20 financial year.
- Work with the Authority to implement/ embed/ improve the use of EY Client Portal, this will:
  - Streamline our audit requests through a reduction of emails and improved means of communication;
  - Provide on –demand visibility into the status of audit requests and the overall audit status;
  - Reduce risk of duplicate requests; and
  - Provide better security of sensitive data.
- Agree the team and timing of each element of our work with you.
- Agree the supporting working papers that we require to complete our audit.

Scoping the group audit

Group scoping

Our audit strategy for performing an audit of an entity with multiple locations is risk based. We identify components as:

1. **Significant components:** A component is significant when it is likely to include risks of material misstatement of the group financial statements, either because of its relative financial size to the group (quantitative criteria), or because of its specific nature or circumstances (qualitative criteria). We generally assign significant components a full or specific scope given their importance to the financial statements.
2. **Not significant components:** The number of additional components and extent of procedures performed depended primarily on: evidence from significant components, the effectiveness of group wide controls and the results of analytical procedures.

For all other components we perform other procedures to confirm that there is no risk of material misstatement within those locations. These procedures are detailed below.

Scoping by Entity

Our preliminary audit scopes by number of locations we have adopted are set out below.

1	Full scope audits
Nil	Specific scope audits
1	Review scope audits
Nil	Specified procedures
Nil	Other procedures

Scope definitions

Full scope: locations where a full audit is performed to the materiality levels assigned by the Group audit team for purposes of the consolidated audit. Procedures performed at full scope locations support an interoffice conclusion on the reporting package. These may not be sufficient to issue a stand-alone audit opinion on the local statutory financial statements because of the materiality used and any additional procedures required to comply with local laws and regulations.

Specific scope: locations where the audit is limited to specific accounts or disclosures identified by the Group audit team based on the size and/or risk profile of those accounts.

Review scope: locations where procedures primarily consist of analytical procedures and inquiries of management. On-site or desk top reviews may be performed, according to our assessment of risk and the availability of information centrally.

Specified Procedures: locations where the component team performs procedures specified by the Group audit team in order to respond to a risk identified.

Other procedures: For those locations that we do not consider material to the Group financial statements in terms of size relative to the Group and risk, we perform other procedures to confirm that there is no risk of material misstatement within those locations.

Scoping the group audit (continued)

Coverage of Revenue/Profit before tax/Total assets

Based on the group's prior year results, our scoping is expected to achieve the following coverage of the group's expenditure and group's revenue.

Expenditure 10.8% of the group's expenditure will be covered by specific scope and review scope audits, with the remainder covered by the single entity's audit.

Our audit approach is risk based and therefore the data above on coverage is provided for your information only.

Norwich Regeneration Limited (NRL) will be audited by Aston Shaw, a non-EY member firm, who will confirm their independence via our group instructions.

NPS Norwich Ltd, Norwich Norse (Environmental) Limited and Norwich Norse (Building) Limited are audited by PwC, a non-EY member.

Key changes in scope from last year

There have been no changes in scope from last year. NRL remains a significant component, categorised as specific scope.

Group audit team involvement in NRL component audit

Auditing standards require us to be involved in the work of our component teams. We have listed our planned involvement below.

- We provide specific instruction to component team and our expectations regarding the detailed procedures;
- We set up initial meeting with component team to discuss the content of the group instructions;
- We will consider the need to perform a file review of component team's work where appropriate; and
- We will attend a closing meeting with component team to discuss their audit procedures and findings.

Details of review scope procedures for NPS Norwich Ltd, Norwich NORSE (Environmental) Limited and Norwich NORSE (Building) Limited

In order to provide us a reasonable assurance over NPS Norwich Ltd, Norwich Norse (Environmental) Limited and Norwich Norse (Building) Limited, we will carry out analytical review procedures and seek management representation.

06 Audit team

Audit team

Audit team structure:

Pension Specialist	Mark Hodgson Associate Partner
EY Actuaries	Mark Russell Manager
Property Valuer	Nichola Smith Senior

Working together with the Council

We will continue to work together with officers to establish strong communication and processes for the 2019/20 audit.

We will continue to keep our audit approach under review to streamline it where possible.

The engagement team is led by Mark Hodgson. Mark has significant public sector audit experience, with a portfolio of Local Authorities and Local Government Pension Funds and is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA).

Mark is supported by Mark Russell, Manager, who is responsible for the day-to-day direction of audit work and is the key point of contact for the finance manager. Mark is providing cover for Sappho Powell, who is currently on maternity leave. Nichola Smith remains as our Team Leader, providing continuity and experience on the engagement.

Use of specialists

When auditing key judgements, we are often required to rely on the input and advice provided by specialists who have qualifications and expertise not possessed by the core audit team. The areas where either EY or third party specialists provide input for the current year audit are:

Area	Specialists
Valuation of Land and Buildings	We will consider any valuation aspects that may require EY valuation specialists to review any material specialist assets and the underlying assumptions used by the Council's valuers, NPS.
Pensions disclosure	EY Pensions Advisory, PwC (Consulting Actuary to the National Audit Office) who will review the work of Hymans Robertson, the actuaries to the Norfolk County Council Pension Fund.
Fair value of financial instrument disclosure	Management expert – for the provision of fair value information in respect of financial instruments (Link Asset Services)

In accordance with Auditing Standards, we will evaluate each specialist's professional competence and objectivity, considering their qualifications, experience and available resources, together with the independence of the individuals performing the work.

We also consider the work performed by the specialist in light of our knowledge of the Council's business and processes and our assessment of audit risk in the particular area. For example, we would typically perform the following procedures:

- Analyse source data and make inquiries as to the procedures used by the specialist to establish whether the source data is relevant and reliable;
- Assess the reasonableness of the assumptions and methods used;
- Consider the appropriateness of the timing of when the specialist carried out the work; and
- Assess whether the substance of the specialist's findings are properly reflected in the financial statements.

07 Audit timeline

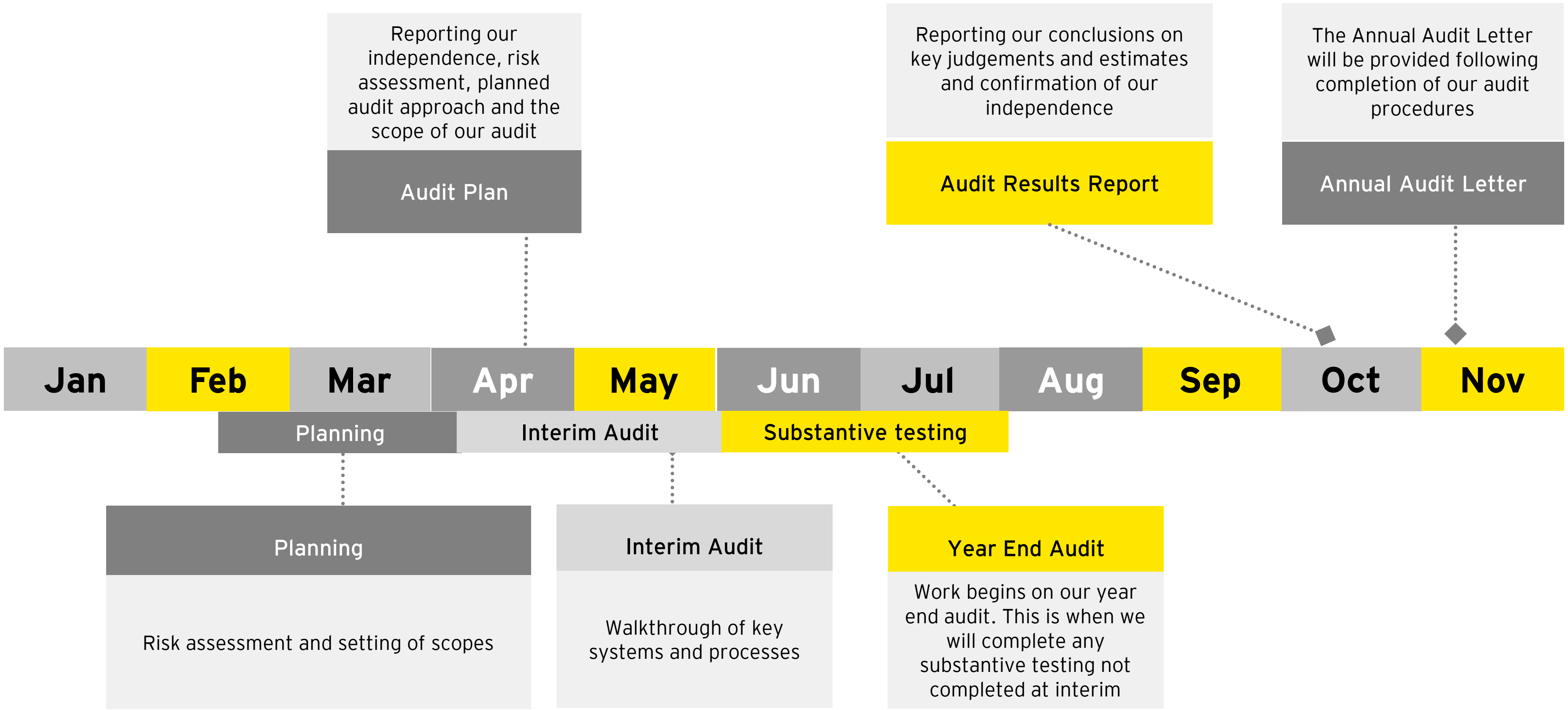
Audit timeline

Timetable of communication and deliverables

Timeline

Below is a timetable showing the key stages of the audit and the deliverables we have agreed to provide to you through the audit cycle in 2019/20.

From time to time matters may arise that require immediate communication with the Audit Committee and we will discuss them with the Audit Committee Chair as appropriate. We will also provide updates on corporate governance and regulatory matters as necessary.



08 Independence

Introduction

The FRC Ethical Standard and ISA (UK) 260 "Communication of audit matters with those charged with governance", requires us to communicate with you on a timely basis on all significant facts and matters that bear upon our integrity, objectivity and independence. The Ethical Standard, as revised in June 2016, requires that we communicate formally both at the planning stage and at the conclusion of the audit, as well as during the course of the audit if appropriate. The aim of these communications is to ensure full and fair disclosure by us to those charged with your governance on matters in which you have an interest.

Required communications	
Planning stage	**Final stage**
▸ The principal threats, if any, to objectivity and independence identified by Ernst & Young (EY) including consideration of all relationships between the you, your affiliates and directors and us; ▸ The safeguards adopted and the reasons why they are considered to be effective, including any Engagement Quality review; ▸ The overall assessment of threats and safeguards; ▸ Information about the general policies and process within EY to maintain objectivity and independence. ▸ Where EY has determined it is appropriate to apply more restrictive independence rules than permitted under the Ethical Standard [note: additional wording should be included in the communication reflecting the client specific situation]	▸ In order for you to assess the integrity, objectivity and independence of the firm and each covered person, we are required to provide a written disclosure of relationships (including the provision of non-audit services) that may bear on our integrity, objectivity and independence. This is required to have regard to relationships with the entity, its directors and senior management, its affiliates, and its connected parties and the threats to integrity or objectivity, including those that could compromise independence that these create. We are also required to disclose any safeguards that we have put in place and why they address such threats, together with any other information necessary to enable our objectivity and independence to be assessed; ▸ Details of non-audit services provided and the fees charged in relation thereto; ▸ Written confirmation that the firm and each covered person is independent and, if applicable, that any non-EY firms used in the group audit or external experts used have confirmed their independence to us; ▸ Written confirmation that all covered persons are independent; ▸ Details of any inconsistencies between FRC Ethical Standard and your policy for the supply of non-audit services by EY and any apparent breach of that policy; ▸ Details of any contingent fee arrangements for non-audit services provided by us or our network firms; and ▸ An opportunity to discuss auditor independence issues.

In addition, during the course of the audit, we are required to communicate with you whenever any significant judgements are made about threats to objectivity and independence and the appropriateness of safeguards put in place, for example, when accepting an engagement to provide non-audit services.

We also provide information on any contingent fee arrangements , the amounts of any future services that have been contracted, and details of any written proposal to provide non-audit services that has been submitted;

We ensure that the total amount of fees that EY and our network firms have charged to you and your affiliates for the provision of services during the reporting period, analysed in appropriate categories, are disclosed.

Relationships, services and related threats and safeguards

We highlight the following significant facts and matters that may be reasonably considered to bear upon our objectivity and independence, including the principal threats, if any. We have adopted the safeguards noted below to mitigate these threats along with the reasons why they are considered to be effective. However we will only perform non –audit services if the service has been pre-approved in accordance with your policy.

Overall Assessment

Overall, we consider that the safeguards that have been adopted appropriately mitigate the principal threats identified and we therefore confirm that EY is independent and the objectivity and independence of Mark Hodgson, your audit engagement partner and the audit engagement team have not been compromised.

Self interest threats

A self interest threat arises when EY has financial or other interests in the Council. Examples include where we receive significant fees in respect of non-audit services; where we need to recover long outstanding fees; or where we enter into a business relationship with you. At the time of writing, there are no long outstanding fees.

We believe that it is appropriate for us to undertake permissible non-audit services and we will comply with the policies that you have approved.

None of the services are prohibited under the FRC's ES or the National Audit Office's Auditor Guidance Note 01 and the services have been approved in accordance with your policy on pre-approval. The ratio of non audit fees to audits fees is not permitted to exceed 70%.

At the time of writing, the current ratio of non-audit fees to audit fees is approximately 42%. This is based on the planned fee for the agreed upon procedures work for the Housing Benefits certification work. No additional safeguards are required.

A self interest threat may also arise if members of our audit engagement team have objectives or are rewarded in relation to sales of non-audit services to you. We confirm that no member of our audit engagement team, including those from other service lines, has objectives or is rewarded in relation to sales to you, in compliance with Ethical Standard part 4.

There are no other self interest threats at the date of this report.

Self review threats

Self review threats arise when the results of a non-audit service performed by EY or others within the EY network are reflected in the amounts included or disclosed in the financial statements.

There are no self review threats at the date of this report.

Management threats

Partners and employees of EY are prohibited from taking decisions on behalf of management of the Council. Management threats may also arise during the provision of a non-audit service in relation to which management is required to make judgements or decision based on that work.

There are no management threats at the date of this report.

Relationships, services and related threats and safeguards

Other threats
Other threats, such as advocacy, familiarity or intimidation, may arise. There are no other threats at the date of this report.

Description of service	Related independence threat	Period provided	Safeguards adopted and reasons considered to be effective
We have been engaged to undertake the audit of the Housing Benefits Subsidy Claim 2019/20. The agreed upon procedures on the certification arrangements are due to start in April. Our current fee level is £25,760 however we will update you should this amount change.	Self review threat – figures included in the return are also included in the 2019/20 financial statements.	Relates to 2019/20 return for the period to 31 March 2020.	We have assessed the related threats to independence and note that although certain figures in the return are included in the financial statements the agreed upon procedures are being performed after the signing of the financial statements for 2019/20. The agreed upon procedures focus on the specific requirements of the certification arrangements. No other threats to independence have been identified.

Other communications

EY Transparency Report 2019

Ernst & Young (EY) has policies and procedures that instil professional values as part of firm culture and ensure that the highest standards of objectivity, independence and integrity are maintained.

Details of the key policies and processes in place within EY for maintaining objectivity and independence can be found in our annual Transparency Report which the firm is required to publish by law. The most recent version of this Report is for the year end 30 June 2019:

https://www.ey.com/Publication/vwLUAssets/ey-uk-2019-transparency-report/$FILE/ey-uk-2019-transparency-report.pdf

New UK Independence Standards

The Financial Reporting Council (FRC) published the Revised Ethical Standard 2019 in December and it will apply to accounting periods starting on or after 15 March 2020. A key change in the new Ethical Standard will be a general prohibition on the provision of non-audit services by the auditor (and its network) which will apply to UK Public Interest Entities (PIEs). A narrow list of permitted services will continue to be allowed.

Summary of key changes

- Extraterritorial application of the FRC Ethical Standard to UK PIE and its worldwide affiliates
- A general prohibition on the provision of non-audit services by the auditor (or its network) to a UK PIE, its UK parent and worldwide subsidiaries
- A narrow list of permitted services where closely related to the audit and/or required by law or regulation
- Absolute prohibition on the following relationships applicable to UK PIE and its affiliates including material significant investees/investors:
    - Tax advocacy services
    - Remuneration advisory services
    - Internal audit services
    - Secondment/loan staff arrangements
- An absolute prohibition on contingent fees.
- Requirement to meet the higher standard for business relationships i.e. business relationships between the audit firm and the audit client will only be permitted if it is inconsequential.
- Permitted services required by law or regulation will not be subject to the 70% fee cap.
- Grandfathering will apply for otherwise prohibited non-audit services that are open at 15 March 2020 such that the engagement may continue until completed in accordance with the original engagement terms.
- A requirement for the auditor to notify the Audit Committee where the audit fee might compromise perceived independence and the appropriate safeguards.
- A requirement to report to the audit committee details of any breaches of the Ethical Standard and any actions taken by the firm to address any threats to independence. A requirement for non-network component firm whose work is used in the group audit engagement to comply with the same independence standard as the group auditor. Our current understanding is that the requirement to follow UK independence rules is limited to the component firm issuing the audit report and not to its network. This is subject to clarification with the FRC.

Next Steps

We do not provide any non-audit services which would be prohibited under the new standard.

09 Appendices

Appendix A

Fees

Public Sector Audit Appointments Ltd (PSAA) has published the fee scale for the audit of the 2019/20 accounts of opted-in principal local government and police bodies.

This is defined as the fee required by auditors to meet statutory responsibilities under the Local Audit and Accountability Act 2014 in accordance with the requirements of the Code of Audit Practice and supporting guidance published by the National Audit Office, the financial reporting requirements set out in the Code of Practice on Local Authority Accounting published by CIPFA/LASAAC, and the professional standards applicable to auditors' work.

A breakdown of our fees is shown in the table below.

	Planned fee 2019/20	Scale fee 2019/20	Final Fee 2018/19
	£'s	£'s	£'s
Total Fee – Code work (Note 1 and 2)	Note 2	61,534	66,057- Note 2
Total audit		61,534	66,057
Other non-audit services not covered above - Housing Benefits (Note 3)	25,250	-	25,250
Total other non-audit services	25,250	-	25,250
Total fees	To be confirmed	61,534	91,307

All fees exclude VAT

Note 1 - The final fee for 2018/19 included a scale fee variation to reflect increases in the scope of the audit as summarised below:

- Audit of the group accounts- £3,016
- Work to address the significant value for money risks - £1,507

Note 2 - We are currently in discussion with management to agree the fair fee required to perform an ISA compliant audit for the Council. This will result in a significant increase in the scale fee set by PSAA Ltd. This discussion will take into account the recurring audit risks as set out within this audit plan. We will then specify the additional cost in respect of the risk specific to the 2019/20 financial statements only – the impact of the new financial system.

We will provide an update to this Committee once those discussions have concluded.

- The agreed fee presented is based on the following assumptions:
- Officers meeting the agreed timetable of deliverables;
- Our financial statements opinion being unqualified;
- Appropriate quality of documentation is provided by the Council; and
- The Council has an effective control environment.

If any of the above assumptions prove to be unfounded, we will seek a variation to the agreed fee. This will be discussed with the Council in advance.

Note 3 – This is our current planned fee based on the prescribed procedures and prorate from 2018/19. This may require updating once 2019/20 guidance is provided by DWP and will be subject to an annual uplift of the fee in line with RPI to reflect increased costs, as per our fee agreement.

Appendix B

Required communications with the Audit Committee

We have detailed the communications that we must provide to the Audit Committee.

Required communications	What is reported?	Our Reporting to you When and where
Terms of engagement	Confirmation by the Governance and Audit Committee of acceptance of terms of engagement as written in the engagement letter signed by both parties.	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies.
Our responsibilities	Reminder of our responsibilities as set out in the engagement letter	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies.
Planning and audit approach	Communication of the planned scope and timing of the audit, any limitations and the significant risks identified. When communicating key audit matters this includes the most significant risks of material misstatement (whether or not due to fraud) including those that have the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team	Audit Plan – April 2020
Significant findings from the audit	▶ Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures ▶ Significant difficulties, if any, encountered during the audit ▶ Significant matters, if any, arising from the audit that were discussed with management ▶ Written representations that we are seeking ▶ Expected modifications to the audit report ▶ Other matters if any, significant to the oversight of the financial reporting process.	Audit Results Report – October 2020

Appendix B

Required communications with the Audit Committee (continued)

		Our Reporting to you
Required communications	**What is reported?**	**When and where**
Independence	Communication of all significant facts and matters that bear on EY's, and all individuals involved in the audit, objectivity and independence Communication of key elements of the audit engagement partner's consideration of independence and objectivity such as: ▸ The principal threats ▸ Safeguards adopted and their effectiveness ▸ An overall assessment of threats and safeguards ▸ Information about the general policies and process within the firm to maintain objectivity and independence	Audit Plan – April 2020 Audit Results Report – October 2020
External confirmations	▸ Management's refusal for us to request confirmations ▸ Inability to obtain relevant and reliable audit evidence from other procedures	Audit Results Report – October 2020
Consideration of laws and regulations	▸ Audit findings regarding non-compliance where the non-compliance is material and believed to be intentional. This communication is subject to compliance with legislation on tipping off ▸ Enquiry of the Governance and Audit Committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that the Governance and Audit Committee may be aware of	Audit Results Report – October 2020
Internal controls	▸ Significant deficiencies in internal controls identified during the audit	Audit Results Report – October 2020

Appendix B

Required communications with the Audit Committee (continued)

Required communications	What is reported?	Our Reporting to you When and where
Going concern	Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including: ▸ Whether the events or conditions constitute a material uncertainty ▸ Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements ▸ The adequacy of related disclosures in the financial statements	Audit Results Report – October 2020
Misstatements	▸ Uncorrected misstatements and their effect on our audit opinion, unless prohibited by law or regulation ▸ The effect of uncorrected misstatements related to prior periods ▸ A request that any uncorrected misstatement be corrected ▸ Corrected misstatements that are significant ▸ Material misstatements corrected by management	Audit Results Report – October 2020
Fraud	▸ Enquiries of the Governance and Audit Committee to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the entity ▸ Any fraud that we have identified or information we have obtained that indicates that a fraud may exist ▸ A discussion of any other matters related to fraud	Audit Results Report – October 2020
Related parties	▸ Significant matters arising during the audit in connection with the entity's related parties including, when applicable: ▸ Non-disclosure by management ▸ Inappropriate authorisation and approval of transactions ▸ Disagreement over disclosures ▸ Non-compliance with laws and regulations ▸ Difficulty in identifying the party that ultimately controls the entity	Audit Results Report – October 2020

Appendix B

Required communications with the Audit Committee (continued)

		Our Reporting to you
Required communications	**What is reported?**	**When and where**
Representations	Written representations we are requesting from management and/or those charged with governance	Audit Results Report – October 2020
Material inconsistencies and misstatements	Material inconsistencies or misstatements of fact identified in other information which management has refused to revise	Audit Results Report – October 2020
Auditors report	▸ Key audit matters that we will include in our auditor's report ▸ Any circumstances identified that affect the form and content of our auditor's report	Audit Results Report – October 2020
Fee Reporting	▸ Breakdown of fee information when the audit plan is agreed ▸ Breakdown of fee information at the completion of the audit ▸ Any non-audit work	Audit Plan – April 2020 Audit Results Report – October 2020 Annual Audit Letter – November 2020

Additional audit information

Other required procedures during the course of the audit

In addition to the key areas of audit focus outlined in section 2, we have to perform other procedures as required by auditing, ethical and independence standards and other regulations. We outline the procedures below that we will undertake during the course of our audit.

Our responsibilities required by auditing standards	▸ Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. ▸ Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. ▸ Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management. ▸ Concluding on the appropriateness of management's use of the going concern basis of accounting. ▸ Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. ▸ Obtaining sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Council to express an opinion on the financial statements. Reading other information contained in the financial statements, including the board's statement that the annual report is fair, balanced and understandable, the Governance and Audit Committee reporting appropriately addresses matters communicated by us to the Governance and Audit Committee and reporting whether it is materially inconsistent with our understanding and the financial statements; and ▸ Maintaining auditor independence.

Purpose and evaluation of materiality

For the purposes of determining whether the accounts are free from material error, we define materiality as the magnitude of an omission or misstatement that, individually or in the aggregate, in light of the surrounding circumstances, could reasonably be expected to influence the economic decisions of the users of the financial statements. Our evaluation of it requires professional judgement and necessarily takes into account qualitative as well as quantitative considerations implicit in the definition. We would be happy to discuss with you your expectations regarding our detection of misstatements in the financial statements.

Materiality determines:

- The level of work performed on individual account balances and financial statement disclosures.

The amount we consider material at the end of the audit may differ from our initial determination. At this stage, however, it is not feasible to anticipate all of the circumstances that may ultimately influence our judgement about materiality. At the end of the audit we will form our final opinion by reference to all matters that could be significant to users of the accounts, including the total effect of the audit misstatements we identify, and our evaluation of materiality at that date.

Report to	Audit committee	**Item**
	14 July 2020	9
Report of	Director of resources	
Subject	Annual Audit Committee Report 2019-20	

Purpose

To comment on the draft annual audit committee report 2019-20

Recommendation

That the committee approves the content of the annual audit committee report and recommends that council adopts it.

Corporate and service priorities

The report helps to meet the corporate priority value for money services.

Financial implications

This report helps to meet all the corporate priorities

Ward/s: All

Chair, audit committee: Councillor Price

Contact officers

Anton Bull, director of resources	01603 212326
Hannah Simpson, chief finance officer	01603 212440
Jackie Rodger, senior committee officer	01603 212033

Background documents

None

Report

1. On 11 March 2014, the audit committee resolved to approve new procedures for the audit committee in line with CIPFA guidance. In line with good practice the committee agreed to produce an annual report for council.

2. The attached annual report of the audit committee 2019-20 gives an opportunity for members of the committee to consider and comment on the report before it is presented to full council on 21 July 2020.

3. The report sets out the work of the audit committee over the last financial year. The committee has been effective in undertaking the functions set out in its terms of reference, in accordance with the council's procedure rules and the Accounts and Audit Regulations 2015.

APPENDIX 1

Annual Report of the Audit Committee 2019-20

Introduction

This is the fifth annual report of the audit committee and advises the council of the work of the audit committee for the period of the civic year 2019-20.

Councillor Ben Price
Chair, audit committee

Councillor Keith Driver
Vice-chair, audit committee

Background

1. This report covers the work of the audit committee for the financial and civic year 2019-20.

2. The council established an audit committee in 2007. Article 17, Audit committee, of the council's constitution sets out the terms of reference and procedures for the committee. A copy of Article 17 is appended to this report as Appendix A. The production of an annual report by the committee is considered to be good practice.

3. The members on the committee in 2019-20 were:-

   Councillor Ben Price (chair)
   Councillor Keith Driver (vice chair)
   Councillor Adam Giles
   Councillor Laura McCartney-Gray
   Councillor Martin Peek
   Councillor Martin Schmierer (replaced Councillor Youssef in March 2020)
   Councillor Ian Stutely
   Councillor James Wright[1]
   Councillor Nanette Youssef (to March 2020)

   The following members acted as substitutes on the committee during the period covered by this report: Councillors Oliver, Maxwell, Ryan and Sarmezey.

4. Councillor Paul Kendrick, cabinet member for resources, attended all meetings of the committee.

5. The key officers who supported the audit committee were:

   Karen Watling, chief finance officer and S151 officer (to December 2019)
   Hannah Simpson, strategic business partner (Deputy S151 officer) and chief finance officer and S151 officer (from January 2020)
   Magen Powell, principal auditor (LGSS)
   Neil Hunter, head of internal audit and risk management (LGSS)
   Duncan Wilkinson, chief internal auditor (LGSS)
   Laura McGillivray, chief executive officer (to December 2019), Stephen Evans, chief executive officer (from January 2020)
   Anton Bull, director of resources

6. The engagement team of the external auditors (Ernst & Young LLP) is led by Mark Hodgson, with Mark Russell, as the council's external audit manager. The external auditors attend meetings of the audit committee to present their reports and answer members' questions.

7. The committee monitors the fees paid by the council to the external auditors to ensure value for money.

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[1] Councillor Judith Lubbock was appointed to the committee in 2019-20, but due to a change in guidance, Councillor Wright, as chair of scrutiny committee, could be a member of the audit committee: he therefore substituted for Councillor Lubbock at the first meeting of the civic year and became a member of the committee subsequently.

8. The committee met five times during the civic year 2019-2020 as follows:

- 11 June 2019
- 23 July 2019
- 15 October 2019
- 21 January 2020
- 10 March 2020

9. The information contained in this report is drawn from the minutes and reports considered at committee meetings held during the year. Agendas, reports and minutes for the meetings are available on the council's website:

https://cmis.norwich.gov.uk/live/Meetingscalendar.aspx

10. The committee requests training as required. Training is not restricted to committee members and there is an open invitation for all members of the council to attend. The external auditors also host briefing sessions for members of local government audit committees in Cambridge and provide briefing notes which are circulated to members of the committee. The chair and vice chair have taken opportunities to attend briefing and networking sessions arranged by the external auditors for local government audit committee members and CIPFA and other external training courses.

Work of the committee

11. As set out in the committee's terms of reference, the committee:

(a) undertakes the council's financial responsibilities in the manner set out in the:

(i) in the council's audit committee procedure rules as produced from time to time by the chief finance officer; and,
(ii) in the Accounts and Audit Regulations 2015;

(b) considers and approves the annual statement of accounts;

(c) ensures that the financial management of the council is adequate and effective;

(d) reviews the council's system of internal control and agrees the annual governance statement for inclusion in the statement of accounts;

(e) ensures that the council has an adequate and effective internal audit function;

(f) makes recommendations to cabinet or council on any matter within the remit of the committee.

12. The work programme for the committee is cyclical and in 2019-20 followed a similar pattern as in previous years.

Council's Financial Responsibilities

12. The audit committee undertakes the council's financial responsibilities as set out in the Accounts and Audit Regulations 2015.

13. The committee considered the unaudited financial statements at its meeting on 11 June 2019 and noted its appreciation to the then strategic finance business partner and deputy S151 officer and team for their achievement in submitting the Statement of Accounts by 31 May 2019. The committee approved the statement of accounts at its meeting on 23 July 2019, subject to delegating to the chief finance officer, in consultation with the chair, the signing of the accounts by 31 July 2019. The external auditor said that the finance team had submitted a robust set of financial statements and that the outstanding issues were a reflection of the tight timescale between the closure of the accounts and the completion of the external audit by the publication date. Members noted that the committee meeting to sign off the statement of accounts should be held in the last week of July in future years, however, commenting that this would fall within the school holidays.

14. At its meeting on 10 March, the committee considered an oral report from the external audit manager in which he explained that the external auditors have worked extensively with chief finance officers and audit committee chairs to develop a phasing profile for its portfolio of local authority audits running from mid-May to October 2020, and ensuring that all accounts would be signed off by September/October 2020. External audit was also in the process of discussing an increase in fees with the chief finance officer to ensure that a fair fee was paid to reflect the level of work and assurance provided by the external audit process. Following discussion on the pressure of external auditors to complete local authority audits by the statutory deadline, the committee resolved to ask the chair and cabinet to write to the Minister of State for Housing, Communities and Local Government to express concern over the inability of audit firms to deliver external audits to local authorities by 31 July and at the proposed increase in fees for these audits, having noted that the Public Sector Audit Appointments was aware of this position.

15. Subsequently, in the light of the global pandemic and The Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 coming into effect, which has delayed the publication of financial statements relating to the financial year 2019-2020 from 31 July to "not later than 30 November", the chair has taken the view that the action to write a letter to the government minister regarding the delivery of external audits by the publication date is not appropriate at present, but that the committee should continue to monitor the situation regarding external audit's ability to complete the audit by the statutory deadline and to consider further the revised fees at the committee's next meeting.

16. The committee's proposed schedule and work plan for 2020-21 is attached to this report at appendix B.

Annual Statement of Accounts

17. The chair signed off the Annual Statement of Accounts on 23 July 2019, the committee having considered it in detail at the June meeting. The external auditors' unqualified opinion, as set out in the public facing Annual Audit Letter 2018-19, was considered to be an "excellent outcome" and the proposed fees were in line with those set out in the external audit plan. The external auditor referred to the conclusions of his report and confirmed that the Group Accounts process had been completed and that no issues had arisen that needed to be brought to the attention of the committee and confirmed that he considered that the proper governance arrangements for Norwich Regeneration Ltd were in place.

18. The committee discussed the increasing pressure that the council is to meet the £7 million funding gap between income and expenditure, as highlighted by the external auditor. The committee noted that the council was in a position to use its reserves as planned (Medium Term Financial Strategy, approved at council, February 2019) and that the reserves would remain above the approved minimum level. It was noted that the council had maintained its services through income generation and efficiencies, but with the uncertainty of external public funding, councillors would need to make tough decisions in future years.

19. When considering the draft unaudited Statement of Accounts in June 2019, the committee asked that a full reference to the CIPFA financial stress indicators should be included in the narrative of future years' statements of accounts.

Financial Management of the Council

20. The external auditors seek confirmation from the chair each year requesting confirmation of the council's management processes and arrangements. Councillor Price, as chair of the committee, responded to this letter and copies of the letter will be made available to members of the committee.

Reviews the council's system of internal control and agrees the annual governance statement for inclusion in the annual statement of accounts

21. The committee received the annual internal audit opinion for 2018-19 at its meeting on 11 June 2019. The chief internal auditor's opinion on the basis of the audit work undertaken during 2018-19 was to award a good level of assurance and this was consistent with that of the previous year. This report formed part of the evidence for the Annual Governance Statement submitted with the statement of accounts 2018-19. The chair and members of the committee were satisfied that the internal audit team had conducted their work with due diligence and agreed that the Annual Governance Statement was consistent with the committee's perspective on internal control within the council and the governance issues and actions.

22. At the meeting on 11 June 2019, the committee's attention was drawn to the fact that out of 13 heads of service only 8 had completed self-assurance statements for their services as requested by internal audit for the Annual Governance Statement. This had not been a problem in previous years and the committee

resolved to ask the chief executive to advise the heads of service with outstanding self-assurance statements to complete them as soon as possible. The committee also resolved to note that the chair of the committee would like members of the committee the opportunity to comment on the appearance of the Annual Governance Statement at an early stage.

Ensures that the council has an adequate and effective internal audit function

23. The committee agrees the internal audit work plan at its March meeting for the forthcoming financial year and monitors the performance of the internal audit team at each meeting. The chair and any interested members of the audit committee may have access to internal audit's reports to managers.

24. The internal audit work plan needs to be flexible so that if necessary, resources can be reallocated to a higher risk item if required. At its meeting on 15 October 2019 the committee resolved to ask that the chair and vice chair were informed of changes to the audit plan when decisions were made so that they could better understand the process and ensure that the committee functioned well.

25. The committee considered the Internal Audit Plan 2020-21 at its meeting on 10 March 2020 and that the plan would be reviewed when the internal audit manager was in post. A comparison with other authorities and allocation of resources for internal audit work had been included in response to a request from the committee. The committee acknowledges that the plan is a dynamic document and noted that this flexibility is particularly important in the context of the potential impact of the Coronavirus pandemic, but also in response to the climate and environment emergency, Brexit, changes to the stock exchange and the council's increased commercial activities, through its wholly owned company Norwich Regeneration Ltd,. The committee welcomed the number of days allocated for extra consultancy and advice work in reference to the return of joint ventures and that internal audit will be represented on the project board to provide advice and oversight.

26. The committee considered the council's risk register at its meetings in October, January and March. The committee asked that the committee considers the risk register at least twice a year and that members received training on the assessment of risks to understand the assessment process and the controls that mitigated risk. The committee noted that these are assessed on historical analysis and that therefore has some inherent weaknesses. Risks were also owned at the service and project level too. It was acknowledged that two risks were yet to be entered onto the risk register.

Makes recommendations to cabinet or council on matters within the remit of the committee

27. The committee made no recommendations to cabinet or council in the period covered by this report.

28. A working party comprising the following members of the committee met to agree a response to the “Independent Review into Arrangements in Place to Support the Transparency and Quality of Local Financial Reporting and External Audit in England (Redmond Review)”:

    Councillor Price (chair)
    Councillor Driver (vice chair)
    Councillor Wright (committee member and chair of the scrutiny committee)

Conclusion

29. The committee has been effective in undertaking the functions set out in its terms of reference, in accordance with the council’s procedure rules and the Accounts and Audit Regulations 2015.

ARTICLE 17 – AUDIT COMMITTEE

Membership

1. Membership of the audit committee shall comprise 8 members appointed by council.

2. The chair of the committee shall be elected by council and the vice-chair shall be appointed by the committee.

Terms of reference

3. The audit committee shall -

   (a) undertake the council's financial responsibilities in the manner set out:

      (i) in the council's audit committee procedure rules as produced from time to time by the chief finance officer; and
      (ii) in the Accounts and Audit Regulations 2015;

   (b) consider and approve the annual statement of accounts;

   (c) ensure that the financial management of the council is adequate and effective;

   (d) ensure that the council has a sound system of internal control which facilitates the effective exercise of the council's functions and which includes arrangements for the management of risk;

   (e) review annually the council's system of internal control and agree an Annual Governance Statement for inclusion in the statement of accounts;

   (f) ensure that the council has an adequate and effective internal audit function;

   (g) have power to make recommendations to cabinet or council on any matter within its remit.

AUDIT COMMITTEE PROCEDURE RULES

The audit committee will carry out its terms of reference in accordance with the following:

Corporate governance

1. Review the effectiveness of internal control across the council and the adequacy of actions taken to address any weaknesses or control failures.
2. Consider the adequacy and effectiveness of the council's arrangements for the identification and management of the organisation's business risks; including the risk management policy, strategy and risk register.
3. Receive and consider regular reports on the risk environment and associated management actions.
4. Review and ensure the adequacy of the council's anti-fraud and corruption policy and strategy and the effectiveness of their application.
5. Review and ensure that adequate arrangements are established and operating to deal with situations of suspected or actual fraud and corruption.
6. Review, consider and agree the AGS including the adequacy of the corporate governance framework and improvement action plan contained within it.
7. Receive periodic updates on improvement actions taken.

Internal and external audit

8. Approve the internal audit charter.
9. Approve and monitor delivery of the internal audit strategy.
10. Consider, endorse and monitor delivery of the internal audit annual work programme, including any significant in-year changes to the programme or resource requirements.
11. Ensure adequate resourcing of the internal audit function, approving any significant additional consulting services requested from internal audit not already included in the internal audit annual work programme.
12. Receive and consider the annual internal audit report and opinion on behalf of the council.
13. Oversee the annual review of the effectiveness of the system of internal audit, to include the performance of the internal audit function, compliance with standards and delivery of improvement actions.
14. Contribute to the external quality assessment of internal audit that takes place every five years.
15. Commission work from internal and external audit and consider the resulting reports.
16. Comment on the scope and depth of external audit work and ensure it gives value for money.
17. Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.
18. Seek assurance that action has been taken to implement the recommendations arising from the findings of significant audit and inspection work.

Statement of accounts

19. Discuss the annual audit plan for the audit of the financial statements with external audit.
20. Consider the external auditor's annual letter, relevant reports and the report to those charged with governance.
21. Review and approve the annual statement of accounts, including subsequent amendments on behalf of the council.

Referred powers

22. Consider and make recommendations on all matters described above. Recommendations relating to all paragraphs except 9 – 10 and 12 – 21 shall be made to the cabinet and chief finance officer. Recommendations relating to paragraphs 9 – 10 and 12 – 21 shall be made to the chief finance officer.

Accountability arrangements

23. Report to those charged with governance on the committee's findings, conclusions and recommendations concerning the effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements and internal and external audit functions.
24. Report to full council on the committee's performance in relation to the terms of reference and effectiveness of the committee in meeting its purpose.

Work Plan for the Audit Committee 2020-21

Please note that the schedule of meetings listed below follows a broad pattern. Risk Management procedures and regular reports from Internal Audit will be covered in all meetings.	
June/July	The items scheduled for this meeting focus on the draft annual accounts.
September	The items scheduled for this meeting are centred around the final sign off of the audited annual accounts.
November	The items scheduled for this meeting reflect completion of the year's cycle.
January	The items scheduled for this meeting principally reflect the planning of the internal and external audit cycles.
March	The items scheduled for this meeting reflect the progress that has been made on the interim audit and the year end accounts procedures.

Date of committee **Deadline for reports***	**Suggested Items**		
	Regular Items	**Notes**	**Pre-Committee training (if required)**
14 Jul 20 3 Jul 20	Draft Annual Governance Statement 2019-20 Draft Statement of Accounts 2019-20 External audit plan 2019-20 Annual report of the audit committee 2019-20 Annual internal audit report (LGSS) 2019-20		No change in membership from end 2019-20
24 Nov 20 **13 Nov 20**	Annual governance statement 2019-20 - approval Audited statement of accounts 2019-20 – approval Audit results report 2019-20 Internal audit quarters 1 and 2 update 2020-21 Internal audit report on contracts		Chair's request for internal audit report on contracts

Work Plan for the Audit Committee 2020-21

Date of committee **Deadline for reports***	Suggested Items		
	Regular Items	**Notes**	**Pre-Committee training (if required)**
12 Jan 21 **4 Jan 21 (publication date agenda)**	Annual audit letter 2019-20 Risk management report Internal audit quarter 3 update 2020-21		
9 Mar 21 **26 Feb 21**	External audit plan 2020-21 } Certification of claims and returns annual report 2019-20 } Draft internal audit plan 2021-22 Corporate risk management report		