NORWICH City Council

Audit committee

Date:	**Tuesday 22 July 2014**
Time:	**4.30pm (Members briefing at 4pm)**
Venue:	**Committee room, City Hall**

Committee members:

Councillors:

Neale (Chair)
Boswell
Bremner
Harris
Kendrick
Little
Waters
Wright

For further information please contact -

Committee officer: Jackie Rodger
Tel. No: (01603) 212033
E-mail: jackierodger@norwich.gov.uk

Democratic services
City Hall
Norwich
NR2 1NH

AGENDA

Page No.

1. **Appointment of vice chair**

2. **Apologies**

   To receive apologies for absence

3. **Public Questions**

   To receive questions from the public (notice to be given to the committee officer by 10am on the day before the meeting)

4. **Declarations of Interest**

   (Please note that it is the responsibility of individual members to declare any interest prior to the item if they arrive late for the meeting).

The following item is attached for members' information:

14 July 2014

IN TRAN communication for all

If you would like this agenda in large print, audio, Braille, alternative format or in a different language, please call Jackie Rodger, senior committee officer on 01603 212033 or email jackierodger@norwich.gov.uk

Access

Ramps and automatic entrance doors are provided for wheelchairs and mobility scooters at the Bethel Street entrance for access to the main reception and lifts to other floors.

There are two lifts available in City Hall giving access to the first floor committee rooms and the council chamber where public meetings are held. The lifts accommodate standard sized wheelchairs and smaller mobility scooters, but some electric wheelchairs and mobility scooters may be too large. There is a wheelchair available if required.

A hearing loop system is available.

Please call Jackie Rodger, senior committee officer on 01603 212033 or email jackierodger@norwich.gov.uk in advance of the meeting if you have any queries regarding access requirements.

NORWICH
City Council

MINUTES

AUDIT COMMITTEE

5.10pm to 18.05pm **11 March 2014**

Present: Councillors Little (chair), Wright (vice chair), Bremner, Boswell, Driver, Kendrick, Neale and Waters

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. MINUTES

RESOLVED to approve the accuracy of the minutes of the meeting held on 19 November 2013, subject to item 5, Annual audit letter, first paragraph, third sentence, inserting "accounts" after "Whole of Government" so that the sentence reads as follows:

> "The external auditors reported its findings to the National Audit Office on the accuracy of the consolidation pact the authority is required to prepare for the Whole of Government accounts and issued the audit certificate on 30 September 2013."

3. CERTIFICATION OF CLAIMS AND RETURNS ANNUAL REPORT 2012-13

The partner of the external auditors (Ernst & Young LLP) introduced the report.

During discussion the partner and the director of the external auditors answered questions on the report. The chair referred to the housing and council tax benefits subsidy claim and asked whether the error rate that had resulted in overpayments was still an area of concern. The external auditors advised the committee that there had been an increase in the incidence of error in housing benefit claims across local authorities in general, due to higher levels of claims and the complexities of processing benefits, and therefore there was a risk that it could increase. The council's housing and benefits service showed a marked improvement. Errors had been found in the initial sample due to the complexity of the system and therefore the external auditors had to extend the sample. The external auditors had used a combination of control testing and substantive testing, where each transaction was examined in a test sample. It was noted that the external auditors had some further work which was yet to be completed.

The external auditors explained that the scale of fees for the certification work for 2013-14 was based on 2011-12, and the fee would be dependent on the nature of the testing and errors identified during the work.

RESOLVED to note the council's external auditor's Certification of claims and returns annual report 2012-13.

4. AUDIT PLAN 2013-14

The partner of the external auditors (Ernst and Young LLP) introduced the report and said that he was confident that due to the council's improved performance, it was now considered to be as robust as any other district council. He would be stepping aside as the lead on the council's external audit team. The chief finance officer said that the additional discussions with the external auditors during the account preparation had meant that there were fewer issues later on. She welcomed the external auditors' proposed audit plan for 2013-14.

The director of the external auditors (the external auditor) presented the report and confirmed that it reflected the lower level of risk for the audit overall.

During discussion the external auditors, together with the chief finance officer, answered members' questions on the audit plan and the risks identified by the external auditors following discussion with members and officers. In relation to the assessment of the group boundary for accounting purposes, a member pointed out the governance arrangements in place for the operation and delivery of services by shared or partnership organisations and the engagement of members through cross-party member panels and the scrutiny committee to oversee and scrutinise the services. Discussion ensued on business rate retention (BRR) and that there was uncertainty surrounding the council's provision for successful claims following appeals to the Valuation Office. The chief finance officer advised the committee that officers would be working closely with the external auditors and in accordance with the emerging CIPFA guidance on this issue.

Discussion ensued on the external audit fees and the committee noted that there had been an additional fee of £12,030 for consideration of correspondence from a member of the public.

The chief finance officer advised the committee that the council was in discussion with LGSS to put together a business case for a new financial system and software for a fixed asset register.

In reply to a question, the external auditor said that the level of materiality had not been finalised. He also said the level of risk was expected to be less than previous years.

The chair referred to the audit plan and said that the reference in paragraph 4.2, Audit process overview, to “council tax benefits” should be replaced by “council tax reduction scheme”.

RESOLVED to agree the approach and scope of the external audit as proposed in the audit plan 2013-14.

5. REVIEW OF AUDIT COMMITTEE PROCEDURES

The chief finance officer presented the report. The audit committee terms of reference were subject to approval at full council on 18 March 2014.

The external auditors supported the amended terms of reference and the committee procedures, which were in accordance with CIPFA guidance and tightened up local authority practice to reflect what happened in the corporate sector.

During discussion a member welcomed the procedures which were “more robust” and explicit about the role of the committee to challenge and query. The chair referred to the Annual governance statement which was listed as one of the core functions of an audit committee, as set out in the CIPFA guidance (appendix 1) and suggested that, given the level of attention that the committee should give it, there needed to be more detail of the documents which provide the evidence base. The internal audit manager (LGSS) confirmed that within the document there were hyperlinks to the evidence base in electronic forms. The external auditor said that the Annual governance statement was a key document that was reviewed at the end of the year and was used to hold the council to account.

In reply to a question the internal audit manager said that LGSS had drafted an internal audit charter which would be reported to a future meeting of the committee.

The chair said that the CIPFA guidance discouraged members of the cabinet from being members on the committee. He also referred to the accountability arrangements in the procedures and said that he would be reporting to full council in July 2014 on the committee’s performance in relation to the terms of reference and effectiveness of the committee in meeting its purpose.

RESOLVED to approve the audit committee procedures as set out in appendix 2.

6. INTERNAL AUDIT AND FRAUD TEAM 2013-14 – NOVEMBER TO FEBRUARY UPDATE

The internal audit manager (LGSS) presented the report and explained that it covered a longer period to reflect that the committee meeting in January 2014 had not been convened. In relation to non-assurance work members were advised that the corporate risk register would be considered at cabinet later that month. The six days included in this year's audit plan for the Oracle upgrade / replacement project (council's financial system) would not be used as the project would not be carried out until the next financial year and therefore had been included in the 2014-15 internal audit plan. The county council was the accountable body for the City Deal and therefore the days that had been allocated to its internal audit were not required. Two of the ICT audits had not been completed and had slipped to next year's plan and would be completed once a computer auditor post had been filled. He referred to the National fraud initiative 2012-13 and said that the results had been received in January 2013 and that the council's progress at reviewing matches had been rated as "green" by the external auditors and that 84% of reports had been closed.

During discussion the internal audit manager answered members' questions. In response to a member's question the internal auditor confirmed that future reports would contain a breakdown to explain if housing benefit overpayments were caused by either customer or officer error. Members were advised that under payments were identified as part of the certification of claims and returns by the external auditors. Although the payroll had been contracted out, an internal audit had been necessary to check the payroll matched the council's establishment. Members were advised that a limited assurance had been given for the audit of customer contact because the management of controlled stationery was not sufficiently robust and involved cash. The head of citywide services had been informed of the outcome of the audit of the garden waste scheme. It was important to the council that the scheme was run properly.

Discussion ensued in which members considered that 5% of the community infrastructure levy (CIL) should be reserved for administration.

The chair asked whether there would be an internal audit of outsourcing arrangements. The internal audit manager said that there had been discussions with the deputy chief executive (operations) around an internal audit of NPS Norwich. The head of internal audit and risk management (LGSS) said that the work of internal audit would be more outcome focused and this would be reflected in the audit plan for next year.

In reply to a question from the chair, the internal audit manager said that at the time that the audit plan was being drafted it was proposed an internal restructure was being proposed which had yet to take place.

RESOLVED to note the:

(1) work of internal audit between November 2013 and February 2014;

(2) progress of the internal audit plan:

(3) work of the fraud team between November 2013 and February 2014;

(4) latest position on the National fraud initiative (NFI).

7. DRAFT INTERNAL AUDIT PLAN FOR NORWICH CITY COUNCIL 2014-15

The internal audit manager (LGSS) presented the report and together with the head of internal audit and risk management (LGSS) answered members' questions. Members were assured that audits of computers and ICT complied with industry standard in terms of back up and data management. The financial management system would be a major investment for the council and it was important that internal audit was involved at the commencement of the project before it was embedded. Similarly this applied to the payroll and receipts systems and was a better use of the team.

The chair announced that the head of internal audit and risk management would be leaving LGSS to take up an appointment in London and thanked him on behalf of the committee for his contribution.

RESOLVED to endorse the draft internal audit plan for Norwich City Council for 2014-15.

8. COUNCILLOR LITTLE, CHAIR OF AUDIT COMMITTEE

Councillor Waters said that Councillor Little would be standing down as chair of the audit committee.

RESOLVED to record the committee's gratitude to Councillor Little for his contribution to the work of the audit committee as its chair for the last six years.

CHAIR

Report to	Audit committee	**Item**
	22 July 2014	6
Report of	Chief finance officer	
Subject	Annual audit committee report 2013-14	

Purpose

To consider the draft Annual audit committee report 2013-14, prepared by Councillor Little, former chair of the audit committee, before it is presented to council in September.

Recommendation

That the committee notes 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 has no direct financial consequences.

Ward/s: All
Cabinet member: Councillor Waters, resources

Contact officers

Philippa Dransfield, chief accountant 01603 212562

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, Councillor Little, the former chair of the audit committee has drafted a report of the audit committee's work during 2013-14.

2. The attached Annual report of the audit committee 2013-14 gives an opportunity for members of the committee to consider and comment on the report before it is presented to full council on 23 September 2014.

Annual Report of the Audit Committee 2013-14

This report covers the work of the Audit Committee in the year ended 31 March 2014. It sets out to demonstrate the impact of the work of the Audit Committee and how it adds value.

The Audit Committee was established in 2007. Due to a review of Audit Committee Procedures in March 2014 it will, from now on, report to Full Council. As this is the first such report of the Council, I thought it appropriate to include some general remarks about how the Audit Committee functions. I hope to draw out issues of corporate significance and of wider interest to members while also including some pointers for areas of focus over the coming year(s).

Review and Approval of Annual Statement of Accounts

As the Audit Committee, we are charged with reviewing the Statement of Accounts every year, for which members receive training. Members are able to highlight any figures or statements they consider worthy of challenge by, for instance, drawing on their own experience or making comparisons with the figures for the previous year. Members also check that the accounts are understandable and the explanation behind the figures sufficiently informative.

Encouragingly, members' questioning had also previously picked up the one material adjustment to the primary, or core, statements made during the external audit process (grant income in the cash flow statement). Importantly, though, this relatively low level of material error in the accounts represented a considerable overall improvement on most previous years.

Including by email, over 40 queries on the accounts were relayed to officers by members, all of which either received a satisfactory explanation or, in some cases, resulted in adjustments/amendments.

It is always worth highlighting that the introductory section of the Statement of Accounts gives a useful overview (including non-financial aspects) of the Council in the previous year, reading similarly to an annual report, and should be an important source of reference for all members.

One major advance for this year was that, not only did the Council again successfully meet the deadline of 30 June 2013 for signing off the audited draft Statement of Accounts for 2012-13, but were able to sign off the audited version by the deadline of 30 September 2013; a not insignificant challenge for any Council. This is indicative of the overall path of improvement which I have experienced as Chair of Audit over the last 6 years and for which all staff involved deserve recognition and congratulation.

Internal Audit

In respect of monitoring Internal Audit's key role in reducing the potential for fraud and error, scrutiny of Internal Audit reports and the Internal Audit Plan by the Committee allows Members to highlight any areas of concern from their own knowledge, experience and assessment of the information provided.

The work of internal audit was reported to every meeting throughout the year. Each time this included a schedule of significant issues with response and implementation dates for any required action. The Committee monitors and questions progress on addressing the recommendations. As an example, in July 2013, delay in implementing the policies and procedures recommended for Accounts Payable was questioned by the Committee and we received adequate assurance that the work could be undertaken.

Although there has been some slippage of internal audit work this year, the Audit Committee has received assurance that the “remaining audits should all be scoped and started in the current year, with time allowed in next year’s plan for completion”. The Committee provides scrutiny on the overall progress of the plan and questions progress on specific areas. For instance, in the meeting of March 2014 the Committee enquired about audit of outsourcing arrangements and was informed that discussions with NPS Norwich have been had concerning this.

As regards error, both the internal audit and grant certification (see under external reports below) process have identified housing and council tax benefits as areas of high risk, although this year a marked reduction in the rate of error has been noted. The Committee scrutinises progress on minimising the error rate and, for instance, following questions at the March meeting, it was agreed that future Internal Audit reports would contain a breakdown to explain if housing benefit overpayments were caused by either customer or officer error.

The Audit Committee reviewed the Internal Audit and Counter Fraud Plans for 2014-15 and was satisfied that the proposed plan, if sufficiently completed, will take adequate account of areas of high risk, including the risk of fraud.

Prevention of Fraud and Corruption

Most aspects of the Audit Committee’s work, which are covered in this report, very much relate to the prevention of fraud. For instance, our review of Internal Audit Plans for the year, as well as ongoing monitoring of internal audit, seeks to ensure that systems of internal control are sufficient to preclude the possibility of funds being misappropriated without detection.

More specifically, the work of the Council’s fraud team, including successful prosecutions and National Fraud Initiative activity, is also reported to every meeting. Benefit fraud is a particular area of significant risk, which takes up a large proportion of the Fraud Team’s work, and it has been a consistent source of questioning for the committee over the year.

As reported to the Committee, up to 26.2.14 this financial year there were 772 *(last year: 641)* benefit cases referred to the fraud team and 121 *(last year: 480)* investigated up to 31.1.14. This resulted in 34 *(last year: 55)* prosecutions up to 26.2.14. It’s important for the year(s) ahead that the Audit Committee continues to keep a close eye on benefit fraud, ensure that resources are in place for referrals to be sufficiently investigated and, where possible, to work closely with the Scrutiny Committee who have also had a particular focus on benefits.

The Audit Committee receives assurance that Council policies on conduct, security, personnel matters and whistleblowing are adequately communicated to its employees. Fraud awareness training for staff is also reported to the Committee.

A letter on how the Audit Committee gains assurance that the operation of management processes and arrangements are sufficient to prevent fraud, corruption and error is written annually by the Chair of the Audit Committee to the external auditors.

Risk Management

The Committee reviewed the Corporate Risk Register in July 2013 and this year a new risk management policy and strategy was put in place which we reviewed in November 2013. Members also benefited from an informal training session on risk management.

Aspects of risk questioned by members included:

- Partnership working and the potential failure of third party businesses contracted to carry out work for the Council: Members were informed of various measures to mitigate against these risks, such as applying due diligence to large contracts, although it was pointed out that companies' own risk arrangements were often subject to commercial confidentiality.

- Long term risk: Risk was defined as "Factors, events or circumstances that may prevent or detract from the achievement of the Council's corporate priorities and service plan objectives". Members were advised that the Council's corporate priorities responded to long-term risk which impacted on current priorities. How long term risk is reflected, ie concerning a period longer than that covered by the Corporate priorities, is an area I consider worthy of particular interest moving forward.

Review of Corporate Governance Framework

Systems of internal control and corporate governance are assessed as part of the review of the Annual Governance Statement (AGS) and this is presented as a separate report alongside the approval of the accounts.

As described previously at Council, the AGS is pretty much a description of how the Council works and I would encourage all members to read it now that the draft accounts have been issued (in which it is included).

Areas questioned by members included: the responsibility of Heads of Service to review their own service; assurance that recommendations in the previous year's AGS had been adequately implemented; governance arrangements of key partners, such as NORSE, and how these impact on the Council's own arrangements; and contract management of Citywide Services.

Reports from External Auditors

The Committee received the following reports from Ernst & Young (E&Y), our external auditors:

Audit Results Report (ISA 260) 2012-13 (Reported to 24.9.13 meeting)

This presents the external auditor's opinion on the financial statements and also forms a conclusion on the arrangements that the Authority has in place to secure, economy, efficiency and effectiveness in its use of resources.

We were pleased to be informed that the Auditors were to issue an unqualified opinion on the Authority's financial statements for 2012-13 and an unqualified value for money conclusion. This means that, in the Auditor's opinion: the financial statements fairly represent the financial position and performance of the Authority; there are sufficiently robust systems and processes in place to manage financial risks and opportunities; and the Council is sufficiently effective in prioritising resources within tight budgets.

The main outstanding area of concern relates to how Property, Plant and Equipment (Fixed Assets) are accounted for. This has been a consistent issue for as long as I have been Chair of Audit. An important function of the Audit Committee is to check that recommendations from external audit are implemented effectively and according to timetable. In a subsequent meeting, following member questioning, the Audit Committee was informed that: "The council was in the process of reviewing its financial management system and looking at various options, which included replacing it with another system that could produce the fixed asset register and was more suited to the size of the council." *(from minutes 19.11.13)* A report has recently gone to Cabinet on the Replacement Finance System and the Committee will continue to monitor progress on this issue, with a specific report if necessary.

It is worth noting that, overall, the number of recommendations and outstanding areas of concern resulting from external audit has decreased dramatically, particularly over the last two years.

At the 24.9.14 meeting the Annual Audit Letter, which attests to the accuracy of the financial statements and outlines the Authority's responsibilities in respect of the audit, was approved as part of this report.

Certification of Claims and Returns Annual Report 2012-13 (Reported to 11.3.14 meeting)

As an authority which runs the Government's housing and council tax benefits scheme, Norwich City Council claims subsidies from the Department of Work and Pensions (DWP) towards the cost of benefits paid. E&Y, as our external auditors, undertake testing work to "give reasonable assurance that claims and returns are fairly stated and in accordance with specified terms and conditions." This year, some errors were identified and extended testing carried out. Subsequently, E&Y issued a qualification letter for housing and council tax benefits which listed issues of concern and officers were asked to carry out further work. This is an area which the Audit Committee needs to continue to closely monitor and ensure that any remaining issues identified by Internal Audit are acted on.

E&Y carried out similar work for the National Non-Domestic Rates return and the Pooling of Housing Capital Receipts and, in those cases, no qualification letter was necessary.

(External) Audit Plan 2013-14 (Reported to 11.3.14 meeting)

Among the issues raised by members, was the uncertainty surrounding Business Rate Retention (BRR) and the Council's provision for successful claims following appeals to the Valuation Office. The Chief Financial Officer will be working closely with the external auditors on this issue and I would suggest that the Audit Committee remain aware of progress.

The approach and scope of the external audit was agreed.

Auditor's Fee (Final figure reported as part of the above item)

Subject to review by the Audit Commission, they were set to be £145,925 Audit Fee *(last year: £206,087)* and £50,422 *(last year: £100,236)* for Certification of Claims and Returns (see below). Although higher than the originally planned fee, they still represent a considerable saving from the previous year and we are hoping for further savings in the coming year if the Council's finance-related performance continues to improve.

Closing Remarks

As reported earlier, I have been lucky to witness substantial improvement in Norwich's financial and internal control systems over my 6 years as Chair. For this, the officers must of course take the lion's share of the credit and I would like to personally thank all those involved, including over the last year: Caroline Ryba, Philippa Dransfield, Steve Dowson, Steve Tinkler and Mark Smith. I would also like to thank all at Ernst and Young, Committee Officer Jackie Rodger and all Members of the Committee. Finally, I would like to wish the new Chief Financial Officer and Chair of Audit the best of luck and I have every confidence that the present path of improvement can be maintained.

Cllr Stephen Little
Chair of Audit Committee, 2008-14

Report to	Audit committee	**Item**
	22 July 2014	7
Report of	Chief finance officer	
Subject	Statement of accounts 2013-14	

Purpose

This report presents the formal unaudited draft Statement of Accounts, authorised by the chief finance officer on 30 June 2014.

Recommendation

The committee is asked to review the 2013-14 Statement of accounts.

Corporate and service priorities

The report helps to meet the corporate priority value for money services.

Financial implications

This report has no direct financial consequences however it does refer to the performance of the council and the provision of value for money services.

Ward/s: All
Cabinet member: Councillor Waters, resources

Contact officers

Philippa Dransfield, chief accountant 01603 212562

Background documents

None

Report

Background

1. The unaudited draft statement of accounts was authorised by the Chief Finance Officer (CFO) on 30 June 2014. It is a requirement of the Accounts and Audit Regulations 2011 that the CFO authorises the draft statement of accounts by 30 June each year; however there is no requirement for the committee to approve the draft financial statements.

2. This version of the statement of accounts will be audited and may be amended/adjusted in line with audit findings.

Statement of accounts

Presentation

3. The statement of accounts is attached at Appendix 3. Its format is required to follow the Code of Practice (CoP) on Local Authority Accounting in the United Kingdom (supported by International Financial Reporting Standards (IFRS)), and includes a full balance sheet and statement of cash flow movements.

4. The CoP 2014 has introduced a few additional accounting requirements and changes mainly in the disclosure requirements relating to pension scheme.

5. The classification of services in the Comprehensive income and expenditure Statement does not align with internal management arrangements and officer structures, and therefore our management accounts. The statement of accounts has to conform instead to the service classification required by CIPFA's Service Reporting Code of Practice (SeRCOP). Some information is however readily recognisable from the normal management accounts reported to Cabinet. Nevertheless both sets of accounts reconcile to each other and it is the statement of accounts on which the audit opinion is given. A reconciliation showing how the overall results within the Statement of accounts differ from that reported within the budget monitoring outturn report is provided in Note 31 of the statement of accounts.

Review – Comprehensive income and expenditure statement

6. **Culture and related services -** The increase in net costs relates to revaluation losses which are reversed in the Movement in Reserves Statement (MiRS) so have no impact on the council's finances

7. **Highways and transport services -**The decrease in net costs is due to an increase in income and a decrease in expenditure.

8. The increase in income is as detailed in the table below:

	£000
Increase in car park fees	**195**
Increase in contract parking income	**43**
Increase in on street fees	**40**
Increase in PCN offences	**80**
Increase in residents parking permits	**103**
Total increase in income	**461**

9. The decrease in expenditure is due to revaluation losses in 2012/13 of £4.574m which did not reoccur in 13/14 and an increase in Pension entries made in accordance with International Financial Reporting Standards of £0.428m, these entries are reversed out in the MiRS so have no impact on the council's finances

10. **Local Authority housing -** The increase in surplus relates to a net revaluation gain of £15.068m (12/13 revaluation loss of £(8.919)m). The revaluation gains on council dwellings of £15.176m is reversed in the MiRS so has no impact on the Housing Revenue Account (HRA), the revaluation losses on other HRA assets of £0.108m is not reversed so represents a true cost to the HRA.

11. **Corporate and democratic core** -The decrease in net expenditure is detailed in the table below:

	£000
Decrease in accommodation charge	**(796)**
Decrease in added years pension	**(1,213)**
Decrease in CDS recharge to general fund	**2,783**
Decrease in CDS recharge to HRA	**281**
Impairment charged in 12/13, no charge in 13/14	**(1,505)**
Revaluation losses in 12/13, no charge in 13/14	**(235)**
Increase in recharging of department costs	**(597)**
Increase in recharge of directorate costs	**(1,380)**
Increase in electricity costs	**58**
Increase in IFRS pension entries	**135**
Increase in inter directorate recharge	**154**
Increase in legal expenses & support	**131**
Reduction in Norwich Connect costs	**(274)**
Decrease in depreciation costs	**(363)**
Increase in profession advice costs	**2,530**
Increase in Property services costs	**305**
Decrease in full time salaries	**(564)**
Decrease in shared service costs LGSS	**(760)**
Total	**(1,310)**

12. **Other operating income & expenditure** - The increase in costs relates to de-recognition of components on council dwellings £1.23m (12-13 nil), this relates to kitchens, bathrooms, windows and doors and heating where the replacement has taken place before the end of the assumed economic life, reduction in the profit on sales of non-current assets £1.285m and a loss on sale of £0.166m.

13. **Taxation and non-specific grant income** - The increase in income is detailed in the table below:

	£000
Reduction in Council Tax precept	**1,805**
Increase in New Home Bonus	**(565)**
New s31 grant relating to Business Rates reliefs	**(564)**
Increase in Revenue Support grant	**(7,643)**
Contribution from leaseholder –Townshend House	**(515)**
Donation from developers of shared equity	**(306)**
Department of Transport City cycle Ambition grant	**(1,112)**
Compensation in respect of St Andrews Car park	**(1,100)**
NNDR redistribution no longer received	**11,246**
Retained business rates	**(30,109)**
Business Rates tariff	**24,915**
Business Rates Levy	**30**
Local Services Support grant no longer received	**337**
Council Tax Freeze Grant no longer received	**232**
NNDR Cost of Collection Fund Grant no longer received	**270**
Other minor savings	**(35)**
Total	**(3,114)**

Review – Balance sheet

14. **Long and Short Term Investments -** The major reason for the decrease in Long term Investments and increase in Short term Investments is the transfer of £12.5m to Short Term Investments.

15. There has been an increase of £13.658m in cash and cash equivalents; the table below shows the breakdown of the amounts:

	31-Mar-14 £000	31-Mar-13 £000	Movement £000
Cash held	24	31	(7)
Current accounts	492	227	265
Investments for less than 3 months in banks	10,000	6,100	3,900
Investments for less than 3 months in building societies	9,500	-	9,500
Total	**20,016**	**6,358**	**13,658**

16. The increase in cash and cash equivalents is due to asset sales amounting to £9.22m and the retention of housing rental income.

17. It should be noted that the balances shown in the above table for current accounts does not represent the actual balance on the Council's accounts at the bank, but the book balance taking timing differences into account. The cash across all the council's current accounts is maintained as close to zero as prudently possible, any surplus cash being invested in a call account overnight.
    Total debt outstanding at the year-end was £226.081m. There was a net decrease of 0.001m in long-term borrowings in the year.

18. Cash surpluses occurring during the year have been invested in accordance with guidance issued by the government and the council's agreed Treasury Management Strategy. The primary objective is to ensure that funds are invested prudently, with priority given to security and risk minimisation.

19. The increase in short term creditors is mainly due to an increase in accruals in relation to the joint ventures with Norfolk County Council.

20. The movements on the pension scheme liability and pensions reserve reflect the requirements of IAS 19 and are as recommended by the scheme's actuary.

21. The level of the General Fund Balances are controlled through targets set in the Medium Term Financial Strategy (MTFS) with annual risk-based assessment of prudent minima, and monitored throughout the financial year as part of the council's management accounting systems. The fund balance currently stands at £8.313m

22. The increase of £20.89m in unusable reserves (those that are not able to be used to provide services) is largely a result of the net movement in fixed assets (i.e. additions, revaluations, disposals & impairments), plus an increase in Pension Fund net liabilities.

23. During the year the total equity of the council increased by £28.228m.

Other matters

24. The draft statement of accounts have not yet been subject to audit, therefore the final version may contain different figures and disclosures dependent upon any audit findings and required adjustments, together with any changes in circumstances identified by council officers.

Source Documents	**Location**
CIPFA Accounting Code of Practice 2013/14. Statement of Accounts 2012/13 Unaudited Statement of Accounts 2013/14 Statement of Accounts working papers. Outturn for 2013/14	Room 407 City Hall, Norwich

Appendix 1: Comprehensive Income and Expenditure Statement Changes

	2013-14 £000	2012-13 £000	Change £000	Change %
Central services to the public	3,756	4,047	(291)	(7.19)%
Culture and related services	10,426	8,808	1,618	18.37 %
Environment and regulatory services	7,953	8,732	(779)	(8.92)%
Planning services	2,569	2,218	351	15.83 %
Highways and transport services	(2,750)	1,942	(4,692)	(241.61)%
Local Authority housing - HRA	(34,857)	(14,791)	(20,066)	135.66 %
Other Housing Services	3,965	4,434	(469)	(10.58)%
Corporate and democratic core	1,322	2,689	(1,367)	(50.84)%
Non distributed costs	144	255	(111)	(43.53)%
Cost Of Services	**(7,472)**	**18,334**	**(25,806)**	
Other Operating Expenditure	1,357	(1,461)	2,818	(192.88)%
Financing and Investment Income and Expenditure	13,470	12,772	698	5.47 %
Taxation and Non-Specific Grant Income	(27,844)	(24,730)	(3,114)	12.59 %
(Surplus) or Deficit on Provision of Services	**(20,489)**	**4,915**	**(25,404)**	
(Surplus) or deficit on revaluation of fixed assets	(2,036)	(3,675)	1,639	(44.6)%
Actuarial (gains) / losses on pension assets / liabilities	(5,702)	21,310	(27,012)	(126.76)%
Other Comprehensive Income and Expenditure	**(7,738)**	**17,635**	**(25,373)**	
Total Comprehensive Income and Expenditure	**(28,227)**	**22,550**	**(76,150)**	

Appendix 2: Balance Sheet Changes

	31-Mar-14 £000	31-Mar-13 £000	Change £000	Change %
Property, Plant & Equipment	764,048	746,715	17,333	2.32 %
Heritage assets	20,643	19,965	678	3.40 %
Investment properties	35,549	36,228	(679)	(1.87)%
Intangible Assets	910	838	72	8.59 %
Long Term Investments	3,843	16,814	(12,971)	(77.14)%
Long Term Debtors	9,153	8,236	917	11.13 %
Long Term Assets	**834,146**	**828,796**	**5,350**	
Short Term Investments	42,430	28,200	14,230	50.46 %
Assets Held for Sale	1,392	1,880	(488)	(25.96)%
Short Term Debtors	10,677	12,584	(1,907)	(15.15)%
Inventories	23	28	(5)	(17.86)%
Cash and Cash Equivalents	20,016	6,358	13,658	214.82%
Current Assets	**74,538**	**49,050**	**25,488**	
Short Term Borrowing	(1,300)	(1,300)	-	-
Short Term Creditors	(25,534)	(21,119)	(4,415)	20.91%
Capital Grants & Contributions Receipts in Advance	(2,240)	(1,060)	(1,180)	111.32%
Current Liabilities	**(29,074)**	**(23,479)**	**(5,595)**	
Provisions	(346)	-	(346)	-
Long Term Creditors	(3,725)	(3,926)	201	(5.12)%
Long Term Borrowing	(224,782)	(224,783)	1	-
Other Long Term Liabilities	(134,923)	(136,230)	1,307	(0.96)%
Capital Grants and Contributions Receipts in Advance	(493)	(2,314)	1,821	(78.69)%
Long Term Liabilities	**(364,269)**	**(367,253)**	**2,984**	
Net Assets	**515,341**	**487,114**	**28,227**	
Usable Reserves	59,776	52,438	7,338	10.37%
Unusable Reserves	455,564	434,674	20,890	(25.09)%
Total Reserves	**515,340**	**487,112**	**28,228**	

Statement of accounts for the year ending 31 March 2014

NORWICH City Council

Contents

Explanatory Foreword

1. Who we are and what we do

Norwich City Council is one of four Councils that provide services to the City of Norwich along with Broadland District Council, South Norfolk Council and Norfolk County Council.

The City Council is responsible for approximately 60% of the urban area of the City, including the historic city centre, covering a population of approximately 134,300 people (Source: 2012 midyear estimates, Office of National Statistics ONS).

Norwich is an innovative, creative city with big ambition for both the place and the people who live here. The fastest growing economy in the east of England, it is home to the headquarters of 50 major companies, is in the top shopping destinations in the country, and is the regional cultural capital. Yet in sharp contrast to this outward economic prosperity, Norwich has a low-wage economy and high levels of deprivation.

Norwich's position as a regional centre means there are high levels of inward travel into the City for work, shopping, cultural and leisure activities. This means that many of the services the City Council provides are used by people who live outside of the City, placing additional pressures on Council resourcing.

In the next section there is more detail on the economic, social, health, cultural and environmental picture of the City.

Norwich - facts and figures

Norwich has been a success story for almost 1,000 years. It is a modern city with a historic heart. It is vibrant and growing fast. Its economic, social, cultural and environmental influence is out of proportion to its size, and extends far beyond its boundary. Norwich's importance to the people of Norfolk and the wider region is clear.

But it is also a tale of two cities. While the city has many positive aspects, it also has many of the severe issues that urban city centres can experience, poor educational attainment, poor health, and above average crime and antisocial behaviour, although this is reducing. Below we set out some key facts about the City.

Summary of the social picture

- Levels of socio-economic deprivation are the third highest in the region and 70th (out of 326) in England (Source: Index of Multiple Deprivation 2010, Average of Scores)
- 25.2 per cent of housing is council rented, compared to only 5.7 per cent in Norfolk (Source: Census 2011, ONS)
- 81 per cent of school leavers staying on to further education, compared with 85 per cent across Norfolk (Source: Year 11 leavers activity data, Norfolk County Council, Norfolk Insight)
- 7.4 per cent of the working age population is claiming incapacity benefit/ employment support allowance (Source: December 2013, Department of Work and Pensions (DWP) and ONS)
- Over the three years to 2013, overall crime reduced by 13.7 per cent (Source: Crime statistics, Norfolk Police)
- For the 12 months ending September 2013 there were 8,400 incidents of anti-social behaviour in Norwich, which was a year-on-year reduction of 4.5 per cent.
- 31.8 per cent of children in Norwich are affected by income deprivation which is the 30th highest percentage nationally. It is the highest percentage of any district council and the highest percentage in the eastern region (Source: Index of Multiple Deprivation 2010, IDACI)

Summary of the environmental picture

- Over the lifetime of our Carbon Management Programme, Norwich City Council reduced its carbon emissions by more than 24% (non-weather corrected data) or 29% (weather corrected data). (Source: Norwich City Council)
- University of East Anglia (UEA) and Norwich Research Park are internationally recognised for excellence in environmental, health and life sciences. (Source: UEA Climatic research unit)
- Norwich City Council has increased household recycling and composting to around 37 per cent and reduced residual waste per household. The dry recycling rate (i.e. paper, glass, metals and plastics) for Norwich city council stands at 22.16% which is the highest of all Norfolk Authorities. (Sources: Norwich City Council/ WasteDataFlow)

Summary of the economic picture

- 28 per cent of Norwich's adult population is qualified to degree level and above, higher than the national (27%) and Norfolk (22%) averages. (Census 2011)
- Around 125,600 people work in the Norwich urban area and 50,000 workers commute to the city each day. (Sources: 2012 Business Register and Employment Survey and 2001 Census)
- 38 per cent of jobs in the county are based in the Norwich urban area. (Source: 2012 BRES)
- Norwich is ranked 13th in the UK as a retail centre and the sector accounts for 13% of employment in the city. (Source: UK Retail footprint, CACI Venuescore)

Summary of the cultural picture

- Highest level of culture per capita in the UK. (Source: locallife.co.uk)
- Prime examples of architecture including Norwich 12, the UK's finest collection of heritage buildings in a medieval cityscape. (Source: Norwich Heart)
- Bid shortlisted for UK City of Culture 2013. (Source: UK City of Culture 2013)
- Major sporting facilities including football, athletics, Olympic swimming pool etc. (Source: Norwich City Council)
- Three regional media businesses (BBC, Anglia and Archant). (Source: Norwich City Council)
- High-profile arts calendar including the Norfolk and Norwich Festival, the largest festival in the country. (Source: Norwich City Council)
- Writers' Centre Norwich delivering world-class literary events. (Source: Norwich City Council)
- Norwich has been awarded UNESCO City of Literature status. The first city in England to achieve this. (Source: Norwich City Council)
- Highly regarded arts institutions including Norwich Castle Museum and Art Gallery, Norwich University College of the Arts and the Sainsbury Centre for Visual Arts. (Source: Norwich City Council)
- Five theatres, including the Theatre Royal – the most successful regional theatre in the UK. (Source: Norwich City Council)
- 75 formal play areas and 17 all weather games areas. (Source: Norwich City Council)

Summary of the health picture

- The health picture overall for Norwich is mixed, with life expectancy overall similar to the national average. (Source: Health Profiles 2013, Public Health England)
- But this masks differences within the city, for example men in the most deprived areas of the City have an average life expectancy that is 6.7 years shorter than in the least deprived areas. For women the difference is 3.2 years. (Source: Health Profiles 2013, Public Health England)

- Many key health measures are significantly worse in Norwich than in the rest of the county. (Source: Health Profiles 2013, Public Health England)
- Significant health issues with high levels of teenage pregnancy, mental health problems and drug and alcohol misuse. (Source: Health Profiles 2013, Public Health England)
- Low levels of malignant melanoma and diabetes. Fewer obese adults. (Source: Health Profiles 2013, Public Health England)
- Lower than average children's population, and higher young people's population (16 to 24). (Source: 2012 mid-year population estimates, ONS)

Lower than average road deaths and injuries. (Source: Health Profiles 2013, Public Health England)

The council

The City Council has approximately 589 full time equivalent (FTE) employees, who, along with various partner organisations, provide a range of different services for Norwich residents and visitors including:

- Street cleansing, waste collection and recycling services
- Planning, regeneration and economic development services
- Transport services
- Public protection services including licensing and environmental health
- Housing services including providing and maintaining approximately 16,000 Council homes - making us one of the largest local Council landlords
- Parks and open spaces
- Cultural, tourism and leisure services
- Processing housing and council tax benefits
- Electoral services

The Council has 39 Councillors representing 13 Wards (three Councillors for each ward), each serving a four year term. In February each year the Council sets the policy framework, budget and level of council tax for the coming financial year.

The current political make up of the Council is as follows:

- Labour – 21 seats
- Green Party - 15 seats
- Liberal Democrats - 3 seats

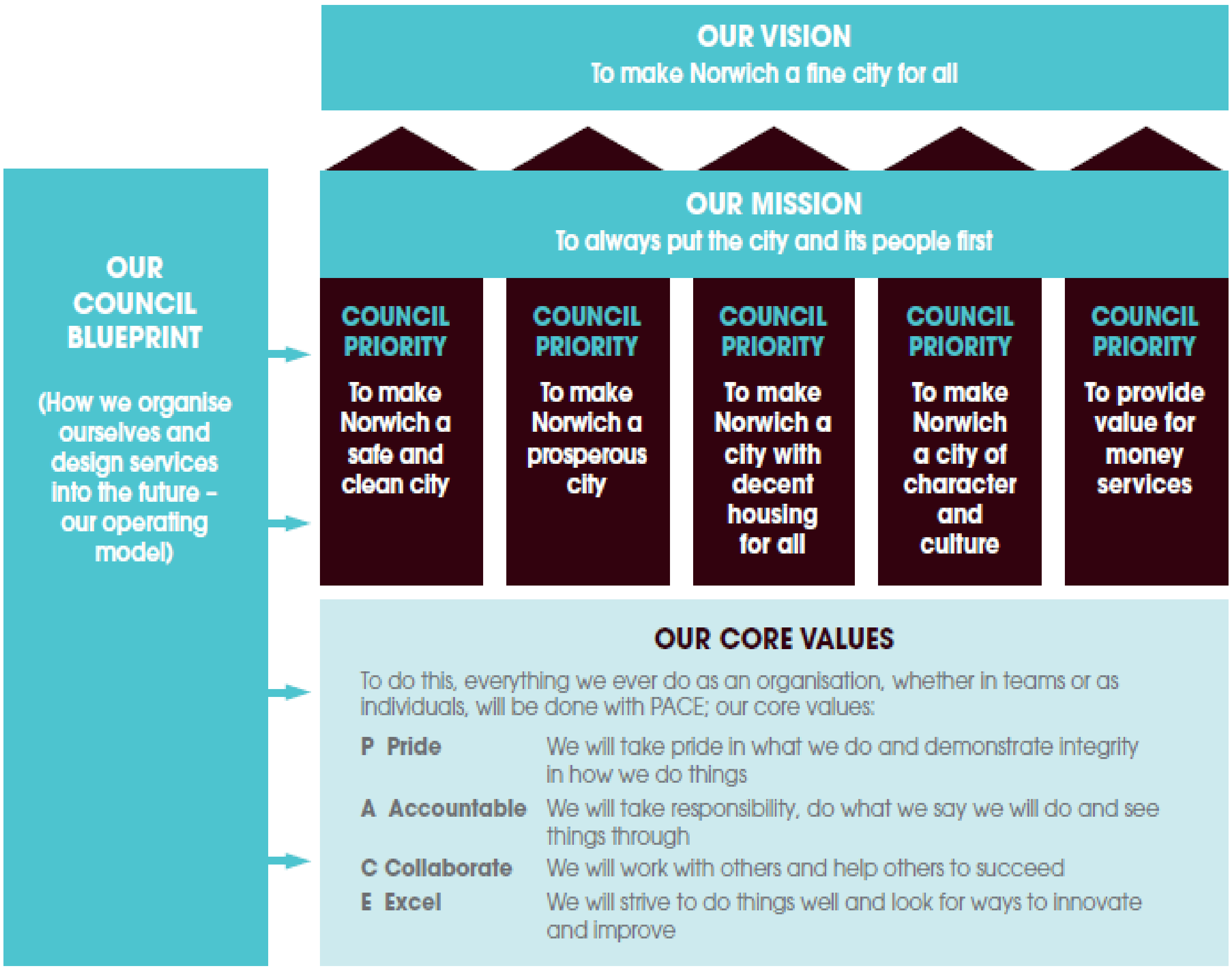
The Council operates a 'leader and cabinet' structure. The current cabinet consists of six members of the Labour group, including the leader of the Council.

- Leader of the Council and cabinet member for strategy and policy, strategic partnerships, culture and sport and economic development
- Deputy leader and cabinet member for resources
- Cabinet member for housing
- Cabinet member for environment, development and transport
- Cabinet member for neighbourhoods and community safety
- Cabinet member for customer services

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

2. Priorities, performance and plans

Diagram showing our vision, mission, priorities and values 2012-2015



Key performance measures and targets

To ensure we are achieving our priorities and delivering the key actions that support them we develop and monitor key performance measures. We use these to test how we are doing. These are shown in the tables below:-

WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	SAFE AND CLEAN CITY		PROSPEROUS CITY	
WHAT WE WILL DO TO ACHIEVE OUR PRIORITIES WORKING WITH OUR PARTNERS AND RESIDENTS (KEY ACTIONS)	To maintain street and area cleanliness		To support the development of the local economy and bring in inward investment through economic development and regeneration activities	
	To provide efficient and effective waste services and increase the amount of recycling		To encourage visitors and tourists to Norwich through effective promotion of the city	
	To work effectively with the police to reduce antisocial behaviour, crime and the fear of crime		To support people on low incomes through advocacy and financial inclusion activities	
	To protect residents and visitors by maintaining the standards of food safety		To reduce fuel poverty through affordable-warmth activities	
	To maintain a safe highway network and reduce road casualties including advocating for the introduction of 20mph zones in residential areas.			
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY PERFORMANCE MEASURES)	% of streets found clean on inspection	% of compliant food safety inspections	No. of new jobs created though council activity	% of people saying that debt issues had become manageable following face to face advice
	% of domestic waste sent for reuse, recycling or composting	No. of killed and seriously injured road casualties	Amount of funding secured by the council for regeneration activity	Average processing time for housing and council tax benefits
	% of people satisfied with waste servic es		No. of new homes built	No. of private households where council activity helped to improve the energy efficiency of their homes
	% of people feeling safe		No. of people accessing information through the TIC	
KEY SERVICES CONTRIBUTING	Customer contact service	Local neighbourhoods service	Customer contact service	Communications and culture service
	Citywide services	Housing service	Strategy and programme management	City development services
	City development services			Planning service

	DECENT HOUSING FOR ALL		CITY OF CHARACTER AND CULTURE		VALUE FOR MONEY SERVICES	
WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	To improve the letting of council homes so we make the best use of existing affordable housing resources		To manage the development of the city through effective planning and conservation management		To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme	
WHAT WE WILL DO TO ACHIEVE OUR PRIORITIES WORKING WITH OUR PARTNERS AND RESIDENTS (KEY ACTIONS)	To improve the council's housing stock through a programme of upgrades and maintenance including new kitchens, windows and doors		To provide a range of cultural and leisure opportunities and events for people		To improve the efficiency of the council's customer engagement and access channels	
	To develop new affordable housing		To provide well-maintained parks and open spaces		To maximise council income through effective asset management, trading and collection activities	
	To prevent people from becoming homeless through providing advice and alternative housing options		To maximise the opportunities provided by the 2012 Olympics		To reach the achieving-level of the equalities framework	
	To bring empty homes back into use and improve the standard of private sector housing through advice, grants and enforcement		To become England's first UNESCO City of Literature		To reduce the council's carbon emissions through a carbon management programme	
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY PERFORMANCE MEASURES)	Relet times for council housing	No. of people prevented from becoming homeless	% of major planning applications completed within target	% of people satisfied with leisure and cultural facilities	Council achieves savings targets	Avoidable contact levels
	No. of council properties meeting the Norwich Standard	No. of empty homes brought back into use	% of minor and other planning applications completed within target	No. of people attending free or low-cost events provided through the council	% of residents satisfied with the service they received from the council	% of income owed to the council collected
	% of tenants satisfied with the housing service	No. of privately owned homes made safe		No. of visitors and residents engaged with Olympic torch relay activities	% of all council outcome performance measures on or above target	Reaching 'achieving' level of equalities framework
	No. of new affordable homes delivered on council owned land		% of people satisfied with parks and open spaces	City becomes first UNESCO City of Literature	% of council partners satisfied with the opportunities to engage with the council	% reduction in CO^2 emissions from local authority operations
KEY SERVICES CONTRIBUTING	Customer contact service	Housing service	Customer contact service	Communications and culture service	All services	All services
	City development service	Property service	Planning service	Citywide services		

Performance against our priorities

Below we summarise some of our key achievements against each of the priorities within our corporate plan

Making Norwich a prosperous city

- Lead the development of a City Deal with partners that will deliver huge economic and social benefits for greater Norwich including 13,000 additional jobs and 3,000 new homes and a further 6,000 constructions jobs.
- Secured a £3.7million grant to improve cycling in Norwich.
- 62% of people saying that debt issues had become manageable following accessing our money advice services against a target of 53%.
- Significantly improved performance in relation to processing benefits applications achieving an average of 19.4 days against a target of 21 days – a 63 % improvement.
- Helped hundreds of households to reduce their energy prices through our successful energy switching service and launched our new 'Cosy City' green deal service including securing with Broadland and South Norfolk Councils just under £1.5 million of additional funding to further support the rollout of the green deal in Great Norwich.

Making Norwich a city of character and culture

- Very high satisfaction levels with the council's culture and leisure provision with 97% satisfied against a target of 70%.
- Improving performance in relation to the average number of weeks taken to process planning applications. 91% of minor and other applications were processed within 8 weeks against a target of 85% whilst 100% of applicable major applications were processed within the 13 week limit against a target of 80%.

Making Norwich a city with decent housing for all

- Prevented 462 individuals/ families from becoming homeless against target of 220.
- Carried out a major empty homes review resulting in over 142 long term empty properties in Norwich confirmed as occupied within a few months against a target of 15.
- Re-let times for council housing averaging 14 days - a 70% improvement from 3 years ago.

Making Norwich a safe and clean city

- 74% of surveyed residents expressed satisfaction with our waste collection services compared with our target of 70%.
- 79% of surveyed residents reported feeling safe against our target of 70%

Ensuring value for money services

- Overall customer satisfaction with the council consistently above 90 per cent with our very latest survey showing our highest ever satisfaction rate of just under 97%.
- Developed a new carbon management programme and won a national ESTA award for energy management for our previous carbon reduction work.
- Achieved over £2.5 million of general fund revenue savings over the last year against a target of £2 million and put in place a package of £3mlillion for 14/15 without a significant impact on frontline services. These were in addition to very significant savings delivered over the last five years.

External recognition of our performance and efficiency

The council initially received external verification of our improvement and efficiency work and our changing pace blueprint (operating model) for the future through a successful peer challenge in March 2012, supported by the LGA. The peer challenge team said:

“There is little doubt that Norwich City Council has been on an impressive journey of improvement over recent years. The organisation is rightly proud of that.

The pride, passion and desire to succeed for the people of Norwich are clearly evident and will be a key asset as you move forward.

A range of notable service improvements, better outcomes and budget savings can be evidenced as a result of the journey you have been on. The housing service has improved vastly and there have been notable improvements in other services such as waste recycling

Partners are beginning to recognise how far the council has come. You now have a reputation as an organisation who delivers on promises.

You are now an organisation that others are signposted to and a place that others visit and learn from.

We think the philosophy and principles of your proposed new operating model are relevant, appropriate and realistic given the political priorities, challenges and context in Norwich.”

This external recognition continued in March 2013 when the council:

- Won the Gold Award for ‘Delivering through efficiency’ in the Improvement and Efficiency Awards 2013 in recognition of the significant savings we have delivered while continuing to improve performance.
- Was highly commended in the Local Government Chronicle awards 2013 where we came second in the Most Improved Council of the Year Category.

In March 2014 the council received even further external recognition through winning the following two prestigious national awards:

- Gold Award for overall ‘Council of the Year; in the iESE Improvement and Efficiency Awards 2014.
- Local Government Chronicle (LGC) Award for ‘Most Improved Council’ 2014.

Cllr Paul Bettison, chair of iESE, said: ‘I’d like to offer my congratulations to Norwich City Council. A truly outstanding local authority, it has grown from a once poor performer to one that now boasts savings proportionally higher than many much larger authorities. Following a whole culture and systems change across the organisation, its innovative solutions and thinking ‘outside of the box’ has earned high credibility with both residents and businesses”.

LGC judges said: “Our winner in the Most Improved Council category had formed a strong partnership with a wide range of stakeholders and showed a compelling narrative of leadership improvement that has left it able to punch well above its weight. Congratulations to Norwich City Council.”

In April 2014 the council found out it had also been formally commended by the judges in the MJ’s overall award of ‘Best Achieving Council’ 2014.

.

Future plans for 2014/15

Below we summarise some of our key plans and work programmes for 2014/15 against each of the priorities within our corporate plan

Prosperous City

- To continue to implement our City Deal for Greater Norwich to deliver increased economic growth through infrastructure, skills and enterprise initiatives.

- To continue to implement our Norwich economic strategy to tackle the city's economic development challenges and opportunities and support growth and prosperity.

- To deliver the council's programme of growth and investment priorities including new housing at Bowthorpe Threescore, Goldsmith Street and Mountergate West and a new Rose Lane multi-storey car park.

- To support private sector led regeneration including development on the Deal Ground, Utilities site and at St Annes Wharf.

- To implement our Cycle City Ambition programme.

- To continue to tackle sub-standard private sector housing through a range of activities.

- To implement our new action plan for reducing inequalities and promoting wellbeing.

- To continue to implement our successful affordable warmth strategy including our recently launched 'Cosy City' green deal service.

- To ensure our successful work with LGSS to improve our revenue and benefits service is maintained and built upon further.

Making Norwich a city of character and culture

- To implement the joint core strategy setting out the long-term vision and objectives for the Greater Norwich area, including strategic policies for steering and shaping development.

- To implement our recently agreed heritage investment strategy for the City.

- To develop a new open spaces strategy.

- To develop a new cultural strategy.

- To implement the walking project.

Making Norwich a city with decent housing for all

- To continue to implement the Norwich housing strategy to achieve our outcomes and priorities for housing in the City.

- To continue our programme of developing new affordable housing with the aim to achieve 78 new homes being built on council owned land during the year.

- To continue to bring homes up to the 'Norwich standard' through our investment programme.

- To develop and publish a new sub-regional homelessness strategy.

Safe and clean city

- To ensure we maximise the opportunities provided by the new materials recycling facility launching in October 2014 to improve our recycling services.
- To continue our programme of food hygiene inspections to improve food safety in the City and achieve our target of 90% compliant inspections.
- To continue to implement our neighbourhood agreements and review their operation to improve services in our communities.
- To continue our work with the police and other partners on community safety and reducing anti social behaviour in Norwich.
- To continue to implement the Norwich area transport strategy improvements to improve road safety and transport infrastructure.
- To develop a new environmental strategy for 2015 onwards.

Ensuring value for money services

- To develop a new corporate plan from 2015 onwards informed by public consultation and to refresh our changing pace blueprint (target operating model).
- To continue our transformation programme, guided by the council's changing pace blueprint (operating model), to generate income, meet our savings targets and continue to improve services wherever possible
- To continue to improve the efficiency of the council's customer access channels including providing more self service options.
- To implement the council's new carbon management programme and reduce our carbon footprint further.
- To continue to implement our equalities strategy to advance equality of opportunity, eliminate discrimination and promote good relations in the City.

3. Statement of Accounts

Each year Norwich City Council publishes a Statement of Accounts that incorporates all the financial statements and disclosure notes required by statute. These accounts relate to the year ended 31 March 2014. This foreword intends to give a general guide to the significant matters reported in the statements.

The Statements of Accounts for 2013/14 have been prepared in accordance with the 'Code of Practice on Local Authority Accounting in the United Kingdom 2013/14'. This sets out the principles and practices of accounting required to prepare accounts that present a true and fair view the financial position and transactions of a local Council. This code is based on International Financial Reporting Standards (IFRS).

Accounts drawn up under the Code assume that a local authority's services will continue to operate for the foreseeable future. This assumption is made because local authorities carry out functions essential to the local community and are themselves revenue-raising bodies. Those charged with governance consider that this is a reasonable assumption and the council is a going concern.

The accounts contain a series of statements, summarising financial activity during the year and setting out the Council's assets and liabilities at the end of the Council's financial year on 31 March 2014, as follows:

- **Statement of Responsibilities for the Statement of Accounts** which sets out the respective responsibilities of the Council and the Chief Finance Officer for the accounts.

- **Movement in Reserves Statement** showing the movement in the year on the different reserves held by the Council, analysed into ‘usable reserves’ (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Council’s services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance and the Housing Revenue Account for Council tax setting and dwellings rent setting purposes. The Net Increase / Decrease before Transfers to Earmarked Reserves line shows the statutory General Fund Balance and Housing Revenue Account Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council.

- **Comprehensive Income and Expenditure Statement (CIES)** which shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.

- **The Balance Sheet** which shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Council is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line ‘Adjustments between accounting basis and funding basis under regulations’.

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

- **The Collection Fund Revenue Account** which shows the total level of income received by the Council from Non-Domestic Rates and Council Tax and how this has been distributed to all the authorities it has been collected for, including the Council.

- **The Annual Governance Statement** which recognises records and publishes Norwich City Council’s governance arrangements.

4. Significant Features of the Accounts

Collection Fund
Billing authorities in England are required by statute to maintain a separate fund for the collection and distribution of amounts due in respect of council tax and national non-domestic rates (NNDR).

Until 1 April 2013 cash collected from NNDR payers by billing authorities (net of the cost of collection allowance) belonged to the government and the amount not paid to the government at the balance sheet date was included as a creditor. Similarly, if cash paid to the government exceeded the cash collected from NNDR payers (net of the billing authority's cost of collection allowance), the excess was included in the Balance Sheet as a debtor.

On 1 April 2013 the Business Rates Retention Scheme (BRRS) was introduced. Under BRRS, cash collected by the billing authority from NNDR debtors belongs proportionately to the government, the billing authority and the major precepting authority. There will be a debtor or creditor position between the billing authority, the government and the major preceptor to be recognised at the end of each year as the net cash paid to the government and the major preceptor during the year will not exactly match its share of the cash collected from NNDR payers.

The NNDR included in the Comprehensive Income and Expenditure Statement (CIES) for the year is the accrued income. The difference between the income included in the CIES and the amount required by regulation to be credited to the General fund is taken to the Collection Fund Adjustment Account and is included as a reconciling item in the Movement in Reserves Statement (MiRS).

The cash flow statement only includes in revenue activities cash flows relating to its own share of NNDR collected. The difference between the government and the preceptors' share of the net cash collected from NNDR payers and the net cash paid to them is included as a net movement in other liquid resources.

There are a number of reliefs available to NNDR payers. The government funds mandatory reliefs in full (except for Small Business Rate relief, which it funds 50%) via s31 grant to each authority. The s31 grant included in the CIES for the year is the accrued amount, the difference between the income included in the CIES and that received from the government will result in a debtor or creditor position between the billing authority and the government to be recognised at the end of each year.

To ensure that BRRS is equitable, the government has calculated for each authority a Funding Baseline (the amount required to fund its business) and a Business Rate Baseline (the collectable NNDR). The difference between the two will result in an individual authority either 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. it 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, with the percentage of levy 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.

The introduction of the BRRS has resulted in the risk of non-payment of NNDR or movement in rateable value to shift in of 50% from the government to local authorities. In a two tier authority, the risk is borne 40% by the billing authority and 10% by the precepting authority.

As this is a change in legislation there is no requirement for the restatement of prior year figures.

5. Overview of service provision

The expenditure and income relating to each of the Council's activities during the year were as follows:

Service Expenditure & Income	**£'000**	**%**
Housing (Non-Council)	74,424	48.02%
Housing (Council)	38,591	24.90%
Central Services to the Public	6,383	4.12%
Environmental & Regulatory Services	10,608	6.84%
Cultural and Related Services	11,870	7.66%
Highways, Roads & Transport	5,534	3.57%
Corporate & Democratic Services	3,879	2.50%
Planning Services	3,708	2.39%
Local Authority Housing - HRA Self Financing debt	-	0.00%
Local Authority Housing - revaluation on Dwellings	-	0.00%
Subtotal Expenditure	**154,997**	**100.00%**
Service Income	162,616	100.09%
Non-Distributed amounts	(144)	-0.09%
Subtotal Income	**162,472**	**100.00%**
Net Service Expenditure & Income	**(7,475)**	

6. Net Cost of Services – actual cost compared to budgeted

The net expenditure and income for the Council's services compared to the budget were as follows:

Service Group	**Budget £'000**	**Actual £'000**	**Variance £'000**
Housing (Council)	(19,472)	(34,857)	(15,385)
Housing (Non-Council)	2,583	3,965	1,382
Cultural and Related Services	7,389	10,426	3,037
Environmental & Regulatory Services	8,961	7,953	(1,008)
Planning Services	2,388	2,569	181
Central Services to the Public	5,255	3,756	(1,499)
Highways, Roads & Transport Services	(1,722)	(2,750)	(1,028)
Corporate & Democratic Services	4,503	1,322	(3,181)
Non-Distributed amounts	-	144	144
Net Cost of Services	**9,885**	**(7,472)**	**(17,357)**
Other Sercop			
Other Operating Expenditure	(457)	1,357	1,814
Financing & Investment Income & Expenditure	7,751	13,470	5,719
Taxation & Non-Specific Grant Income	(24,242)	(27,844)	(3,602)
Total Other Sercop	**(16,948)**	**(13,017)**	**3,931**
(Surplus) / Deficit on Provision of Services	**(7,063)**	**(20,489)**	**(13,426)**

The council does not budget for some items that are accounting adjustments such as depreciation and revaluation gains and losses. Consequently any charges made for these will result in variances between actual expenditure and budgeted expenditure. For the General Fund these charges are reversed out in the Movement in Reserves and therefore have no impact on Council Tax.

The major variances against budget are explained below in £000s:

Housing (Council)

This includes income and expenditure relating to the Council's own social rented housing.

Unbudgetted impairment reversed out under “MIRS Reversing Items £12.560

Cultural and Related Services

This includes income and expenditure relating to street sweeping and waste collection, parks and open spaces and food safety. Major variances include:

Depreciation and Impairment on Operational Assets (£753k) Integrated Waste Management Cleansing Contract (£221)

Central Services to the Public

This includes income and expenditure relating to Council tax & benefit administration.

Government Grant income of £1,330 was received under Central Services to the Public category for 2013-14. The budget sat within the separate Taxation & Non Specific Grant Income Category.

Corporate & Democratic Services

This includes income and expenditure relating to the corporate management & democratic accountability to the Council. Major variances include:

Contribution from deferred reserves (£1,587); Shared Service Refund (£574)

Planning & Regulatory Services

This includes planning, economic development, public health and licencing activities of the Council.

There are no significant underlying variances

Highways, Roads and Transport

The main reason for the large variances between budget and actual is due to Capital & premises expenditure of £398, Recharges £207, extra income due to parking, raised tariff and mild winter £395

Other Operating Income

Unbudgetted items reversed in MIRs £1,222 and depreciation £486

Financing and Investment Income & Expenditure

Pension interest cost and expected return reversed in MIRs £6,088, increase in interest earned to holding higher than budgeted investments throughout the year £(427)

Taxation and Non-Specific Grant Income

Unbudgetted items reversed in MIRs £(3,551)

7. Significance of any pensions liability disclosed

Details of the Council's pension liability calculated under IAS19 are shown at note 44 of the core financial statements

Effectively the pension scheme is in deficit by £134.9m compared with what is needed to pay the pensions of the current scheme members and the effect is to reduce the overall net worth of the Council by that amount. This valuation is a snapshot in time which assumes that all the employees of the Council who are scheme members, retired at the date of the valuation and are entitled to their pension based on their service at that date.

Statutory arrangements are in place for funding the deficit, which will be by increased employer contributions over the remaining working life of the employees.

8. Current Borrowing facilities & capital borrowing

Longer term borrowing to finance capital transactions is normally undertaken through the Public Works Loan Board, a division of the UK Debt Management Office.

The Council has not undertaken any new borrowing in 2013/14.

Long Term Borrowing is disclosed and analysed in note 16.

9. Sustainability reporting

The Council is committed to addressing environmental issues. Further details can be obtained from our Environmental Strategy 2011 – 2014
http://www.norwich.gov.uk/Environment/EcoIssues/Documents/EnvironmentalStrategy.pdf

Our environmental statement provides an insight into the breadth and depth of what we do as an organisation and charts the progress we are making in reducing the environmental impacts of our city and the services we provide.

We realise how important it is that the council leads by example and we continue to strive to make changes to our procedures and across our estate in order to reduce our own carbon footprint. The first phase of the Council's Carbon Management Plan is now complete and we are pleased to have achieved a total reduction of 29% in our carbon dioxide emissions for this phase. We are currently in the process of progressing the next Carbon Management Plan. Our energy continues to be sourced via a renewable energy tariff.

As landlords we continue to upgrade our housing stock, implementing a range of energy saving measures across thousands of city homes. We are currently working on taking forward the Green Deal arrangements.

Across the city we continue to work hard to manage new developments, maintain a free flow of traffic and deliver services such as recycling and waste collection in a way that balances the needs of those living, working and shopping in the city with the need to preserve its historic character.

The council continues to face significant financial challenges. Making sure we use natural resources wisely, emitting less CO_2 and recycling as much as possible, all present us with fantastic opportunities to make financial savings as well as protect our environment. We have to exploit these efficiencies to their full potential.

Energy Consumption

- Continued annual reporting on CO_2 emissions
- 29% reduction of energy consumption at the end of the first 5 year phase of the carbon management plan (CMP)
- Server virtualisation at City Hall

- Boiler valve insulation at City Hall and St Andrew's Hall
- Installation of a 36kw photo voltaic array on the roof of City Hall
- Improved energy display certificate ratings
- Successful 'One Small Steps' staff behaviour change campaign
- Production of phase 2 of the carbon management plan

Transport:

Why is this important? Vehicles are a very significant contributor to the national carbon footprint. Therefore our transport plans set out to cater for all the transport needs of a vibrant and growing regional centre. They include all modes of transport, and aim to tackle existing problems and prevent new ones.

Actions:

Maximise the performance of the city's highway network to support the city's economy and further growth and the delivery of additional homes and jobs.

Provide high quality routes for cyclists and improved facilities for pedestrians.

Improve the performance of bus services in the city through the delivery of the bus rapid transport (BTR) network.

Maintain traffic flow on the highway network.

Manage air quality and reduce carbon emissions associated with transport.

Results:

- Successful bid for Department of Transport funding and began implementation of the first main element of the Greater Norwich Pedalway network to link the Norwich Research Park with Heartsease and eventually to Rackheath via the city centre.
- Planning of a major new bus and cycle priority infrastructure, forming part of the Dereham Road bus rapid transit (BTR) corridor along Grapes Hill and Chapelfield North with an intention to implement in 2014/15.
- Implementation of new pedestrian crossings.
- Improved bus stop facilities as part of the Better Bus Area programme.
- Successfully bid for Department of Health funding to support walking.
- Introduction of telemetry to all pool cars in order to better track fuel consumption.
- Introduction of pool bikes for staff meetings.
- Introduction of a salary sacrifice 'cycle to work' scheme for staff, enabling them to more economically purchase bicycles for travel to and from work, via a government tax break.

Procurement

Why is this important? Procurement has been highlighted as an important factor in delivering Norwich City Council's priorities of 'value for money services' and 'prosperous city'. Effective procurement will lead to buying goods, works and services in an ethical and sustainable way, therefore optimising our use of resources, providing value for money and contributing to the provision of good quality services for the citizens of Norwich.

Results:

- 100 per cent of the authority's electricity is sourced via a renewable energy tariff.

- The sustainability pre-tender checklist has been expanded in the pre-qualification questionnaire (PQQ) and the business quality questionnaire (BQQ) to include a greater number of social, economic and environmental factors.

- The *Business relationship and contract management strategy and toolkit* has been implemented for high value and critical contracts and includes the requirement to monitor contractor's environmental management system (EMS) and carbon emissions.

- Water for council committee rooms continued to be locally sourced.

- Arranging for disposal of 9.7 tonnes of redundant ICT equipment through the iESE/ICTR social enterprise ICT refurbishment programme. This will ensure that the majority of the equipment is refurbished, sold and used again to perform ICT and the remainder is recycled. Any proceeds will be used to support a 'Raspberry Pi' ICT project in Norwich schools.

Waste and recycling

Why is this important? Everyone produces waste, and while it cannot be eliminated, we can reduce its environmental impact by following the mantra – reduce, reuse, recycle. The council has a duty to collect waste from its citizens and ensure that every property has the opportunity to access appropriate recycling services.

Actions:

To deliver a recyclables and residual waste collection service for Norwich that is high performing and recognised by the residents of and visitors to the city as both efficient and effective.

To tackle the amount of household waste produced, breaking the link between economic growth and increased waste.

Results:

- Continually achieving a good recycling performance – the best-performing authority in Norfolk for mixed dry recycling.

- Continually achieving a good performance on waste minimisation – the best performing authority in Norfolk for the amount of waste produced per household.

- Expanding the weekly food waste collection service to include collections from communal food waste facilities in many hard to reach areas.

- Providing food waste recycling to 19 schools.

- Expansion of mixed dry recycling services to the majority of the council's own housing stock – including tower blocks.

- The introduction of an energy efficient waste fleet operating on energy efficient zonal collection rounds.

- Using Geographic Information Systems (GIS) and In-Cab monitoring to be able to map the most efficient and economical route.

- Continued media campaigns on waste reduction and recycling.

- Roll-out new mixed recycling services in line with the new Materials Recycling Facility contract.

- Implement recycling of WEEE, bulky items and used cooking oil.

- Prioritise the promotion of waste reduction initiatives.

- Continue to provide doorstep waste and recycling support to residents.

- Continue to develop student-specific waste and recycling campaigns.

Built environment and planning:

Why is this important? The way in which developments are regulated, planned and built, and the way in which resources are used will have a significant impact on their sustainability. By planning how we build things we can save emissions, reduce waste and use resources more efficiently and effectively. By planning where we building things we can ensure that housing, employment and services are located to minimise the need to travel and to promote public transport use.

Results:

- Good progress has been made on the *Joint Core Strategy* for the North East Growth Triangle which was adopted in January 2014.

- Developing detailed local plan environmental policies, including policies to protect and enhance biodiversity and green infrastructure. The Norwich Development Management Policies document is being examined by a government inspector and is scheduled for adoption in September 2014.

- Working on plans to identify sites for 3,000 additional homes in sustainable locations with easy access to jobs, services and facilities. The Norwich Site Allocations document is also being examined by a government inspector, with adoption scheduled for September 2014.

- We have worked with Norfolk County Council and other partners to produce a *Surface Water Management Plan* for the Norwich urban area – identifying areas at risk of flooding from heavy rainfall and potential mitigation measures. This has informed the identification of critical drainage areas in the Local Plan.

- Continued promotion of brownfield locations for building development.

- Continued improvement of procedures for managing funding from development for infrastructure improvements. A Community Infrastructure Levy was introduced in July 2013.

- Taking forward the *Making room* project to promote walking, cycling and public transport in the city centre. Permission was granted in 2013 for the scheme, and implementation is due to proceed shortly.

- The success of the Cycle City Ambition Grant bid to secure funding for an ambitious programme of cycle enhancements in the city.

Natural environment:

Why is this important? The city of Norwich has a high proportion of green space, much of which is important for wildlife as well as offering places where people can relax and unwind. The city council either directly manages, or influences policy for these areas. Good management of the natural environment enables Norwich to remain rich in biodiversity, while providing our citizens with quality spaces for recreational enjoyment.

Actions:

To maintain and enhance the environment of Norwich, promoting its community, recreational, health and wellbeing and ecological benefits.

Maintain and enhance green spaces for people and wildlife.

Results:

Volunteers

- Volunteers contributed a recorded 11,214 hours to environmental projects and conservation work in the city's natural areas, parks, open spaces and allotments during 2013.

- A new friends group was set up for Woodlands Park, a County Wildlife Site woodland on Dereham road.

Biodiversity – general

- Along with Norfolk Wildlife Trust, Norwich City Council helped the Hawk and Owl Trust to launch the 'Baling for Biodiversity' project. This project aims to bring neglected and overgrown areas back into good management, and to offer a more cost-effective way of managing grasslands and marshes for wildlife. 'Baling for Biodiversity' was highly commended at the 2013 Community Biodiversity Awards.

- A programme to remove invasive Japanese knotweed began on the Marriott's Way with the support of the Norfolk Non-native Species Initiative. Control measures for Japanese knotweed and other invasive weed were undertaken at additional sites in the city.

- Work at the Heronry and Violet Grove Local Nature Reserve brought 91 per cent of the County Wildlife Sites (CWS) owned by Norwich City Council, into positive conservation management (pcm).

- Ten natural areas were entered into Higher Level Stewardship. This is a government-funded scheme that provides capital grants and annual payments for land managed in ways that benefit its biodiversity. The funding, which lasts for ten years, will pay for work to maintain and improve the value of the sites for wildlife.

Pollution:

Why is this important? Pollution lowers environmental quality and affects our health and quality of life.

Action: To maintain the street scene and all public spaces so that danger, pollution and noise are minimised.

Results:

- Reductions in pollution levels in parts of the air quality management area.

- Boundaries of air quality management areas redefined into one larger area, principally defined by the inner ring road, allowing a more holistic approach to action planning.

- Infrastructure changes to address traffic congestion areas.

- Achieving the remediation of many contaminated sites through the planning regime.

Leadership:

Why is this important? The council can make a real difference through working on service promotion to business and the public or by the provision of information.

Action:

To both lead by example, and work in partnership, to lessen our carbon footprint and deliver services in a more sustainable way.

To raise the profile of environmental issues and opportunities across the city and encourage residents and businesses to reduce their environmental impact.

Results:

- Completion of phase one of the carbon management plan.
- Completion of the council's first Home Energy Conservation Act (HECA) report to central government.
- A number of environmental articles published.
- Updated website for home energy information, carbon footprint reporting and general information on the environment and/or sustainable living.
- Eco awards for businesses, schools and community groups.
- Internal and external behaviour change campaign called One Small Step.
- Introduction of electric vehicles to our fleet.
- Affordable Warmth strategy launched.
- Signed up to the Climate Local Commitment.
- Lunched Green Deal programme. Cosy City.

For further information please refer to the ECO Issues section of our web site.

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

Opinion on the Authority's financial statements

We have audited the financial statements of Norwich City Council for the year ended 31 March 2014 under the Audit Commission Act 1998. The financial statements comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement, and the related notes 1 to 47, the Housing Revenue Account Income and Expenditure Statement, the Movement in Reserves (Housing Revenue Account), and the related notes 1 to 14, the Collection Fund Revenue Account and the related notes 1 to 3. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

This report is made solely to the members of Norwich City Council, as a body, in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the authority and the authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Chief Finance Officer and auditor

As explained more fully in the Statement of Responsibilities for the Financial Statements set out on page 19, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Authority's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chief Finance Officer; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Statement of Accounts for the year ended 31 March 2014 to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the financial position of Norwich City Council as at 31 March 2014 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

Opinion on other matters

In our opinion, the information given in the Statement of Accounts for the year ended 31 March 2014 for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

We report to you if:

- in our opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007;
- we issue a report in the public interest under section 8 of the Audit Commission Act 1998;
- we designate under section 11 of the Audit Commission Act 1998 any recommendation as one that requires the Authority to consider it at a public meeting and to decide what action to take in response; or
- we exercise any other special powers of the auditor under the Audit Commission Act 1998.

We have nothing to report in these respects.

Conclusion on Authority's arrangements for securing economy, efficiency and effectiveness in the use of resources

Respective responsibilities of the Authority and the auditor

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

We are required under Section 5 of the Audit Commission Act 1998 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the Audit Commission.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our audit in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria, published by the Audit Commission in November 2012, as to whether the Authority has proper arrangements for:

- securing financial resilience; and
- challenging how it secures economy, efficiency and effectiveness.

The Audit Commission has determined these two criteria as those necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2014.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

.

Conclusion

On the basis of our work, having regard to the guidance on the specified criteria published by the Audit Commission in November 2012, we are satisfied that, in all significant respects, Norwich City Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2014.

Certificate

We certify that we have completed the audit of the accounts of Norwich City Council in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Date:

for and on behalf of Ernst & Young LLP, Appointed Auditor
400 Capability Green, Luton, Bedfordshire LU1 3LU, United Kingdom

Statement of Responsibilities for the Statement of Accounts

1. 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;

2. 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.

3. 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 2014 and its income and expenditure for the year then ended.

Signed: Date:

Caroline Ryba MA(CANTAB), FCA

Chief Finance Officer

Certificate of Adoption of the Statement of Accounts

Signed: Date:

Stephen Little – Chair of Audit Committee
Signed on behalf of Norwich City Council

Annual Governance Statement 2013/14

1. Scope of responsibility

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.

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.

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. The code will be updated in part of a fundamental review of the council's constitution.

This statement explains how Norwich City Council has complied with the principles of the code and also meets the requirements of regulation 4(3) of the Accounts and Audit Regulations 2011 which requires all relevant bodies to prepare an annual governance statement.

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.

Under the arrangement, some of the roles which the annual governance statement refers to are now carried out by officers from LGSS, as follows:

An appropriately qualified and experienced finance officer at LGSS is the council's chief finance officer and s151 officer.

The LGSS head of audit and risk is responsible for internal audit and the fraud team and reports to audit committee.

2. The purpose of the governance framework

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.

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.

The governance framework has been in place at Norwich City Council for the year ended 31 March 2014 and up to the date of the approval of the statement of accounts.

3. The governance framework

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

- Focusing on the purpose of the council and on outcomes for the community and creating and implementing a vision for the local area.
- Members and officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting values for the council and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Developing the capacity and capability of members and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

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

- Identifying and communicating the council's vision of its purpose and intended outcomes for citizens and service users:

  The council has a clear vision of what it is trying to achieve, as set out in its corporate plan 2012-15, 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.

  The Norwich Locality Board was established with its key objectives to promote collaborative and new ways of working, and identify opportunities for cost savings and efficiencies through joint service redesign, shared provision and better co-ordination of public service delivery. Membership of the board includes representatives from the county council, police, probation, and representatives of the voluntary and business sectors.

  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.

- Reviewing the council's vision and its implications for the council's governance arrangements:

  The corporate plan sets out the city council's strategic direction including its vision, mission and priorities. A new corporate plan 2012-15 was approved by council on 21 February 2012.

  Each year the corporate plan is reviewed in line with the medium term financial strategy and in parallel to the development of the budget for the following financial year, to ensure the necessary resources are in place for its delivery. The latest review was reported to council at the budget meeting on 18 February 2014.

  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.

  Service plans were reviewed for 2013-14 in line with the changes to the corporate plan priorities and in accordance with the development of the budget for 2013-14 to ensure the necessary resources are in place for their delivery.

  The corporate plan 2012-15 also links closely to the council's risk management strategy and corporate risk register. The council has a comprehensive approach to risk management which ensures all strategic risks are appropriately identified, managed and mitigated against.

- translating the vision into objectives for the authority and its partnerships

The council's five priorities are to make Norwich a safe and clean city; a prosperous city; a city with decent housing for all; a city of character and culture; and to provide value for money services.

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.

- Measuring the quality of services for users, ensuring they are delivered in accordance with the council's objectives and ensuring 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 service and team planning process is designed to explicitly reflect these priorities. The corporate plan is underpinned by service 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. Portfolio holders have been brought into the service planning process, and are required to sign off service plans with the relevant service managers.

  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 and supporting plans for 2012-15. Each service has a high level dashboard charting progress against their service plan priorities. Dashboards showing performance for each cabinet portfolio are also produced for portfolio holders. This approach is used to strengthen performance reporting processes to the cabinet, scrutiny, corporate leadership team and all managers. 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.

  A summary of the overall performance of the council in 2013-14 is included in the explanatory forward to the statement of accounts for the year ending 31 March 2014.

- Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the council 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 following the appointment of a new leader.

  The council has a corporate governance framework for working in partnerships, with significant partnerships and joint ventures such as those with LGSS and NPS Norwich being covered by service level agreements.

- Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff:

  Under the Localism Act 2011 the new standards regime, including the members' code of conduct, was adopted by council on 19 June 2012.

  There is a separate code of conduct for employees (updated in February 2014) 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; if they do not their access to IT systems can be revoked.

- 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 involving the executive head of strategy, people and democracy, monitoring officer, chief finance officer (section 151 officer), executive head of business relationship management and; and a cross party constitution working party. Where major changes are proposed by the corporate governance group these are considered by the constitution working party before being recommended to council for approval.

  Decision making arrangements in partnerships are guided by the council's comprehensive corporate governance framework and toolkit for partnership working which ensures that effective governance and risk management arrangements are in place. In line with this all key partnerships have been identified and are included in the council's partnership register. The governance arrangements for key partnerships are kept under regular review and the results are reported to cabinet annually, together with an assessment of the effectiveness of the council's involvement in partnerships.

  The council has a data quality policy that sets out the council's approach for maintaining data quality and this includes arrangements for data quality reviews which are carried out each year.

- Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

  The council has a risk management policy and a risk management strategy, which have been approved by cabinet and are available to all staff via citynet (the council's intranet). 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.

- Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

  The council has an anti-fraud and corruption strategy which is available on its intranet and website, and which all staff are required to confirm they have read. The strategy was reviewed by corporate leadership team in April 2013 and is currently being verified against other council policies. There is a separate housing and council tax reduction anti-fraud strategy which is also available on the council website.

  Under the partnership and delegation agreement, LGSS provides a dedicated fraud team to investigate all alleged frauds perpetrated against the council. The team includes a qualified financial investigator who has the power to initiate recovery proceedings under the Proceeds of Crime Act.

  The council fully participates in the Audit Commission's regular national fraud initiatives (NFI) and regularly reports the results to audit committee.
- Ensuring effective management of change and transformation.

  Change and transformation within the council is managed through the council's transformation programme guided by its changing pace blueprint (operating model) to ensure the council meets its savings targets while continuing to improve services 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 transformation programme is kept under regular review 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. There is also a cross party working group which discusses and informs change options on a cross-party basis prior to them reaching the formal proposal stage.

The council has received significant external recognition for its approach to managing change, transformation and organisational improvement.

Recently the council won the Gold Award for ‘Council of the Year’ in the Improvement and Efficiency Awards 2014 and the ‘Most Improved Council Award’ in the Local Government Chronicle (LGC) Awards 2014.

- Ensuring the council’s financial management arrangements conform with the governance requirements of the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)*.

  The role of the chief finance officer (CFO) and the finance function are sourced through a partnership and delegation agreement with LGSS, a public sector shared services organisation. The governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010) are embedded within the agreement and performance against these requirements is regularly monitored to ensure compliance. The council and LGSS work together to continually improve financial management practices and processes to deliver sound financial governance.

- Ensuring the council’s assurance arrangements conform with the governance requirements of the *CIPFA Statement on the Role of the Head of Internal Audit (2010)*.

  In line with the partnership and delegation agreement, the internal audit for 2013-14 was provided by LGSS internal audit and is 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 (2010) and the Code of Practice for Internal Audit in Local Government.

- 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’s and the deputy monitoring officer’s roles rest with nominated officers at nplaw, the council’s shared legal service. 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 it is vital therefore, that members and officers work with the monitoring officer to enable them to discharge their statutory responsibilities and other duties (as set out in article 12 of the council’s 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 and governance protocol*, which currently forms appendix 9B of the council’s constitution reviewed in February 2014).

- 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 her to fulfil the statutory role. Appendix 17 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 her discretion on a number of occasions and has reported to cabinet on changes to the senior managed 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 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.

- Undertaking the core functions of an audit committee, as identified in CIPFA's *Audit Committees – Practical Guidance for Local Authorities*:

  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 March 2014 in line with the latest CIPFA guidance and can be found in article 17 of the council's constitution.

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

  The monitoring officer is responsible for advising whether decisions of the cabinet are in accordance with the policy and budget framework.

  In relation to an executive function, the monitoring officer and chief finance officer had responsibility in 2013-14 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. 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.

- Whistleblowing and for receiving and investigating complaints from the public.

  The council has a whistleblowing policy which is accessible via the intranet and council website. It is one of the key policies which staff are required to read and confirm via the workforce system. A summary report on allegations and findings is presented to audit committee annually. 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.

- 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
- supporting and encouraging councillors in maintaining the charter for member development, including personal development planning.

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.

- 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 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, council website, social media and other channels. Council tenants also receive their own magazine, TLC, focusing on issued affecting them.

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 consultation group, which meets quarterly and is chaired by the head of communications and culture.

Information on current and closed consultations, including reports and minutes, is available on the council website.

- Enhancing the accountability for service delivery and effectiveness of other public service providers (in England this includes powers granted to local authorities under the Health and Social Care Act 2012 and the Police Reform and Social Responsibility Act 2011).

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. For example, during 2013-14 it looked at health and wellbeing in the city through the progress of the Healthy Norwich programme with involvement from the NHS Norwich clinical commissioning group. A member of the council's scrutiny committee is also a member of the Norfolk health scrutiny committee and will provide regular updates on their work to the council's scrutiny committee.

The council's Leader is also a member of the Norfolk Health and Wellbeing Board and inputs into the progression of the Norfolk Health and Wellbeing Strategy.

The Norwich Locality Board also has a role in overseeing the delivery of health outcomes in the city as part of the Healthy Norwich programme and there is a progress update on this at each meeting,

The council's portfolio holder with responsibility for community safety is 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 scrutiny committee and will provide regular updates on their work to the council's scrutiny committee. The council's chief executive also chairs the Norfolk Community Safety Partnership.

The council's Locality Board involving key public service providers and other key partners in the city also looks at areas of concern for the city eg the effects of national policy change or changes in approach from local service providers and opportunities for joint service redesign, shared provision and better co-ordination of public service delivery. Membership of the board includes representatives from the county council, police, probation, and representatives of the voluntary and business sectors.

- Incorporating good governance arrangements in respect of partnerships and other joint working and reflecting these in the council's overall governance arrangements:

  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.

- Risk management and business continuity:

  The council's risk management policy and risk management strategy were updated in December 2013 and are available to all staff via the intranet.

  Key corporate risks that may impact on the council's priorities have been identified and included in the corporate risk register, which is kept under review and updated as necessary by the corporate leadership team and reported to audit committee and cabinet.

  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 implemented a performance management system which includes risk management, which enables corporate and service risks to be recorded and monitored by management.

  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. An updated business continuity policy and framework was approved by Cabinet on 25 June 2014.

4. Review of effectiveness

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 senior managers within the council who have responsibility for the development and maintenance of the governance environment, the LGSS head of audit and risk's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

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

The council and cabinet

In February 2012 the council approved the new corporate plan 2012-2015, 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.

The cabinet approves the medium term financial strategy which provides the financial structure for the policy and budget framework, corporate planning, annual service planning and budget setting.

During 2013-14 the cabinet continued with its approach to developing the future priorities and shape of the organisation to meet the council's savings requirements.

Quarterly performance monitoring reports are presented to scrutiny committee and cabinet – cabinet also receives budget monitoring reports.

Performance monitoring reports during 2013-14 covered achievement against the council's detailed priority actions and performance measures detailed in the corporate plan 2012-15.

The council's constitution working party recommends to cabinet and council any changes to the constitution. A fundamental review of the constitution continued in 2013-14, overseen by the corporate governance group which is chaired by the executive head of strategy, people and democracy. There is a documented plan covering all articles and appendices - major updates during 2013-14 related to:

- audit committee terms of reference
- financial regulations
- council motions
- council and committee procedure rules
- appointment to statutory posts and other changes to responsibilities within the constitution, and updated monitoring officer protocol in line with these changes

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. The statutory annual report on the work of scrutiny committee in 2013-14 was presented to scrutiny committee on 20 March 2014 and will be presented to council 22 July 2014.

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 LGSS head of internal audit's annual report, and external audit reports and letters. It also reviews and approves the annual governance statement.

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. Members receive regular reports, including an annual report on the governance areas that are the responsibility of the council’s monitoring officer.

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 annual report of the monitoring officer for 2012-13 was presented to council in November 2013; the report for 2013-14 will be presented to council in November 2014.

Chief finance officer

The chief finance officer is a statutory appointment, and during 2013-14 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 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.

Internal audit

Internal audit is an assurance function that provides an independent and objective opinion to the council on the control environment. The objectives of internal audit have been set out in terms of reference which have been approved by the audit committee.

Under the partnership and delegation agreement, for 2013-14 the internal audit function was provided by LGSS.

The LGSS head of internal audit’s annual report to the audit committee includes an opinion on the overall adequacy and effectiveness of the council’s internal control environment.

The LGSS head of internal audit’s annual report will be presented to audit committee in July 2014; the audit opinion concludes that there was substantial / moderate assurance on the council’s internal control environment for 2013-14.

Corporate governance group

This is an internal officer group chaired by the executive head of strategy, people and democracy which is responsible for reviewing all aspects of the council’s governance arrangements. Membership of the group includes the chief finance officer, monitoring officer and executive head of business relationship management. The group usually meets quarterly.

Other explicit review/assurance mechanisms

Under the government’s new 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 2012-13 was presented to audit committee on 24 September 2013. The annual audit letter 2012-13 was presented to audit committee on 19 November 2013. The annual report on the certification of claims and returns 2012-13 was presented to audit committee on 11 March 2014.

For 2012-13 EY issued unqualified audit opinions on the financial statements and value for money conclusion. There were no significant issues other than the ongoing control weaknesses regarding property, plant and equipment accounting records (fixed assets register) which have already been reported to audit committee.

The council's continued improvement was recognised by two prestigious awards in 2013-14:

In the first, the council won gold for Council of the Year in this year's iESE Improvement and Efficiency Awards.

A week later the council was named 'Most Improved Council' in the Local Government Chronicle Awards.

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 areas already addressed and those to be specifically addressed with new actions planned are outlined below.

5. Significant governance issues

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):

Review of the council's constitution

As already mentioned, a full review of the council's constitution is in progress. Amendments are considered by the constitution working party, which recommends any changes to full council for approval. The constitution is available on the council's website.

EY's annual audit letter 2012-13

EY's annual audit letter was presented to audit committee on 19 November 2013. EY issued an unqualified audit opinion on the financial statements and an unqualified value for money conclusion.

Most of the significant risks listed under key findings were satisfactorily concluded, the only unresolved issue relating to the accuracy of the fixed asset register. This should be resolved when the current financial IT system is replaced in 2014-15.

Internal audit assurance reviews

An internal audit review of accounts receivable/sundry debtors resulted in a limited assurance opinion. A draft report with recommendations was issued, but due to the restructuring within LGSS exchequer services the response was delayed and is still outstanding. This has been escalated for management's attention.

A review of permit parking and other controlled stationery resulted in limited assurance – stock was held securely, but controls over issuing were weak. Recommendations were agreed, some of which are complete, with the remainder due to be implemented by June 2014.

A review of the garden waste scheme resulted in no assurance. The review was requested because of apparent discrepancies between bins paid for and those emptied. Control weaknesses were found across most areas; however recommendations were implemented prior to the main billing run in February 2014.

A follow up of the audit of the Norman Centre found that most of the recommendations had not been implemented, partly due to the manager covering for staff shortages and taking paternity leave. The auditor worked with the manager to agree revised actions and deadlines, which were detailed in a follow up report issued to the leisure and sports development officer

Progress on the action plan from the previous governance statement

Actions taken to address the significant issues from the 2012-13 governance statement are substantially complete. Further details are as follows:

<u>Review of the council's constitution</u>

Progress on updating the council's constitution continued during 2013-14. The plan was to complete this by the end of 2013-14, but this was delayed, partly due to the deletion of the post of head of law and governance, which was responsible for co-ordinating the exercise. In practice the constitution will be kept under constant review so going forward it is not practical to state a completion date.

In conjunction with the review of the constitution, updated financial regulations were approved by council in November 2013.

<u>Audit Commission annual governance report 2011-12</u>

Issues raised in the annual governance report have now been addressed, with the exception of the control weaknesses relating to the fixed assets register. This is linked to the ongoing project to upgrade or replace the current financial IT system, options for which will be reported to cabinet on 25 June 2014.

Internal audit assurance reviews

Previously reported issues relating to the care and repair service and contract management in citywide services were satisfactorily addressed during 2013-14.

However, an audit of accounts receivable resulted in a limited assurance opinion, and a formal response from management to the draft report is still awaited.

Progress on significant findings from internal audit reviews is regularly reported to audit committee, most recently to the meeting on 11 March 2014.

6. Statement by Leader of the Council and Chief Executive

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:

Brenda Arthur
Leader of the Council

Laura McGillivray
Chief Executive

Date:

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 31 March 2013	**5,195**	**2,655**	**27,788**	**5**	**15,227**	**5**	**1,563**	**52,438**	**434,674**	**487,112**
Movement in reserves during 2013/14										
Surplus/ (deficit) on provision of services	(4,243)	-	24,733	-	-	-	-	20,490	-	20,490
Other Comprehensive Income & Expenditure	-	-	-	-	-	-	-	-	7,738	7,738
Total Comprehensive Income & Expenditure	**(4,243)**	**-**	**24,733**	**-**	**-**	**-**	**-**	**20,490**	**7,738**	**28,228**
Adjustments between accounting basis & funding basis under regulations (note 7)	7,298	-	(27,393)	-	4,494	(5)	2,352	(13,254)	13,254	-
Net Increase/ Decrease before Transfers to Earmarked Reserves	**3,055**	**-**	**(2,660)**	**-**	**4,494**	**(5)**	**2,352**	**7,236**	**20,992**	**28,228**
Transfers to/from Earmarked Reserves (note 8)	63	(52)	1	(1)	-	-	(11)	-	-	-
Transfers between reserves	-	-	-	-	102	-	-	102	(102)	-
Other Adjustments	-	-	-	-	-	-	-	-	-	-
Increase/Decrease in 2013/14	**3,118**	**(52)**	**(2,659)**	**(1)**	**4,596**	**(5)**	**2,341**	**7,338**	**20,890**	**28,228**
Balance at 31 March 2014 carried forward	**8,313**	**2,603**	**25,129**	**4**	**19,823**	**-**	**3,904**	**59,776**	**455,564**	**515,340**

	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 2012	**3,803**	**2,552**	**14,724**	**18**	**12,596**	**11,174**	**1,931**	**46,798**	**462,824**	**509,622**
Movement in reserves during 2012/13										
Surplus/ (deficit) on provision of services	(11,809)	-	6,894	-	-	-	-	(4,916)	-	(4,916)
Other Comprehensive Income & Expenditure	-	-	-	-	-	-	-	-	(17,635)	(17,635)
Total Comprehensive Income & Expenditure	**(11,809)**	**-**	**6,894**	**-**	**-**	**-**	**-**	**(4,916)**	**(17,635)**	**(22,551)**
Adjustments between accounting basis & funding basis under regulations (note 7)	13,099	-	6,193	-	2,655	(11,169)	(368)	10,411	(10,411)	-
Net Increase/ Decrease before Transfers to Earmarked Reserves	**1,290**	**-**	**13,087**	**-**	**2,655**	**(11,169)**	**(368)**	**5,495**	**(28,046)**	**(22,551)**
Transfers to/from Earmarked Reserves (note 8)	102	(102)	14	(14)	-	-	-	-	-	-
Transfers between reserves		165	(37)	-	(25)	-	-	103	(103)	-
Other Adjustments		42	-	-	1	-	-	43	-	43
Increase/Decrease in 2012/13	**1,393**	**104**	**13,064**	**(14)**	**2,631**	**(11,169)**	**(368)**	**5,641**	**(28,149)**	**(22,508)**
Balance at 31 March 2013 carried forward	**5,195**	**2,655**	**27,788**	**4**	**15,227**	**5**	**1,563**	**52,438**	**434,674**	**487,112**

Comprehensive Income and Expenditure Statement

		2013/14			2012/13		
	Notes	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
		£'000	£'000	£'000	£'000	£'000	£'000
Central Services to the Public		6,383	(2,627)	3,756	21,538	(17,491)	4,047
Cultural and Related Services		11,870	(1,444)	10,426	10,367	(1,559)	8,808
Environmental and Regulatory		10,608	(2,655)	7,953	11,240	(2,508)	8,732
Planning Services		3,708	-	2,569	3,469	(1,251)	2,218
Highways, Roads & Transport Services		5,534	(8,284)	(2,750)	9,740	(7,798)	1,942
Local Council Housing (HRA)	5	38,591	(73,448)	(34,857)	55,915	(70,706)	(14,791)
Other Housing Services		74,424	(70,460)	3,965	73,386	(68,952)	4,434
Corporate & Democratic Core		3,879	(2,557)	1,322	3,295	(606)	2,689
Non-Distributed Costs	5	144		144	255		255
Cost of Services		**155,143**	**(162,616)**	**(7,473)**	**189,205**	**(170,871)**	**18,334**
Other Operating Expenditure	9			1,357			(1,461)
Financing and Investment Income and Expenditure	10			13,470			12,772
Taxation and Non-Specific Grant Income	11			(27,844)			(24,730)
(Surplus) / Deficit on Provision of Services				**(20,490)**			**4,915**
(Surplus) / deficit on revaluation of non-current assets	12			(2,036)			(3,675)
(Surplus) / deficit on revaluation of available for sale financial assets							
Actuarial (gains) / losses on pension assets / liabilities	42			(5,702)			21,310
Other adjustments							
Other Comprehensive (Income) and Expenditure				**(7,738)**			**17,635**
Total Comprehensive (Income) and Expenditure				**(28,228)**			**22,550**

Balance Sheet

	Notes	31-Mar-14	31-Mar-13	31-Mar-12
		£'000	£'000	£'000
Property, Plant & Equipment	12	764,048	746,715	754,070
Heritage Assets	13	20,643	19,965	19,951
Investment Properties	14	35,549	36,228	37,262
Intangible Assets	15	910	838	694
Long term Investments	17	3,843	16,814	17,442
Long Term Debtors	18	9,153	8,236	9,754
Long Term Assets		**834,146**	**828,796**	**839,173**
Short Term Investments	19	42,430	28,200	37,688
Assets Held for Sale	20	1,392	1,880	2,198
Short term Debtors	21	10,677	12,584	12,244
Stock		23	28	34
Cash and Cash Equivalents	22	20,016	6,358	22,224
Current Assets		**74,538**	**49,050**	**74,388**
Short Term Borrowing		(1,300)	(1,300)	(19,731)
Short Term Creditors	23	(25,534)	(21,119)	(35,637)
Capital Grants Receipts in Advance Short Term		(2,240)	(1,060)	(790)
Current Liabilities		**(29,074)**	**(23,479)**	**(56,158)**
Long Term Creditors	24	(3,725)	(3,926)	(3,969)
Long term Borrowing		(224,782)	(224,783)	(224,983)
Other Long Term Liabilities		(134,923)	(136,230)	(116,159)
Provision	25	(346)	-	-
Capital Grants Receipts in Advance Long Term		(493)	(2,314)	(2,669)
Long Term Liabilities		**(364,269)**	**(367,253)**	**(347,780)**
Net Assets		**515,341**	**487,114**	**509,623**
Usable Reserves	26	59,776	52,438	46,798
Unusable Reserves	27	455,564	434,674	462,824
Total Reserves		**515,340**	**487,113**	**509,622**

Cash Flow Statement

	Notes	2013/14 £'000	2012/13 £'000
Net surplus or (deficit) on provision of services		20,490	(4,916)
Adjustments to net surplus or deficit on provision of services for non-cash movements	28	28,102	23,664
Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	28	(10,514)	(8,847)
Net cash flows from Operating Activities		**38,078**	**9,901**
Investing Activities	29	(23,964)	(9,398)
Financing Activities	30	(456)	(16,370)
Net Increase or (decrease) in cash and cash equivalents		**13,658**	**(15,867)**
Cash and cash equivalents at the beginning of the reporting period	22	6,357	22,224
Variance to be investigated		-	
Cash and cash equivalents at the end of the reporting period	22	**20,016**	**6,357**

Notes to the Accounts

1. Accounting Policies

General Principles

The Statement of Accounts summarises the Council's transactions for the 2013/14 financial year and its position at 31 March 2014. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2011.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 2013/14 and the Service Reporting Code of Practice 2013/14, 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.

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.

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. 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.

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 is receivable by the Council for the agency services rendered or the Council incurs expenses directly on its own behalf in rendering services

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.

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.

Debtors and Creditors

The accounts of the Council are maintained on an accruals basis in accordance with the Code. This ensures that provision has been made for known outstanding debtors and creditors, estimated amounts being used where actual figures are not available. The exceptions to this principle are public utility bills, which are accounted for on a payments basis, i.e. four quarters or 12 months being charged in each year. This policy is applied consistently each year and therefore does not have a material effect on the year's accounts.

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.

Employee Benefits

<u>Benefits Payable During Employment</u>
Short term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Council. An accrual is made for the cost of holiday entitlements (or any form of leave e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year. The accrual is charged to Surplus or Deficit on the Provision of Services.

<u>Termination Benefits</u>
Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the relevant service line in the Comprehensive Income and Expenditure Statement when the Council is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post Employment Benefits
Employees of the Council are members of The Local Government Pensions Scheme, administered by Norfolk County Council.

The scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council.

The Local Government Pension Scheme
Membership of the Local Government Pension Scheme is available to employees of the Council, the scheme is accounted for as a defined benefits scheme:

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.

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

- Service cost comprising:
    - current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
    - past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited Statements to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs
    - net interest on the net defined benefit liability (asset), ie net interest expense for the authority – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- Re-measurements comprising:
    - the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
    - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
- Contributions paid to the Norfolk pension fund – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

The Council also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

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.

Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Council has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Assets

Financial assets are classified into two types:

- loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market

- available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments.

Loans & Receivables

Loans and receivables are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the loans that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

However, the Council has made a number of loans to individuals for decent homes and for home improvements at less than market rates (soft loans). When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. Interest is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement at a marginally higher effective rate of interest than the rate receivable from individuals, 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 in the Movement in Reserves Statement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service (for receivables specific to that service) or the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

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

Available-for-Sale Assets

Available-for-sale assets are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Where the asset has fixed or determinable payments, annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the effective rate of interest for the instrument. Where there are no fixed or determinable payments, income (e.g., dividends) is credited to the Comprehensive Income and Expenditure Statement when it becomes receivable by the Council.

Assets are maintained in the Balance Sheet at fair value. Values are based on the following principles:
- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – independent appraisal of company valuations.

Changes in fair value are balanced by an entry in the Available-for-Sale Reserve and the gain/loss is recognised in the Surplus or Deficit on Revaluation of Available-for-Sale Financial Assets. The exception is where impairment losses have been incurred – these are debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any net gain or loss for the asset accumulated in the Available-for-Sale Reserve.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made (fixed or determinable payments) or fair value falls below cost, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. If the asset has fixed or determinable payments, the impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Otherwise, the impairment loss is measured as any shortfall of fair value against the acquisition cost of the instrument (net of any principal repayment and amortisation).

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any accumulated gains or losses previously recognised in the Available-for-Sale Reserve.

Fair Value of the equity shares in Norwich Airport cannot be measured reliably therefore the instrument is carried at cost.

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, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's-length. Properties are not depreciated but are revalued on a five year rolling programme according to market conditions at the year-end. Carrying values are reviewed annually to ascertain if materially different from market values for those assets not valued in year. Gains and losses on revaluation are posted to the Financing and Investment Income and

Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Jointly Controlled Operations & Jointly Controlled Assets

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

Jointly controlled assets are items of property, plant or equipment that are jointly controlled by the Council and other venturers, with the assets being used to obtain benefits for the venturers. The joint venture does not involve the establishment of a separate entity. The Council accounts for only its share of the jointly controlled assets, the liabilities and expenses that it incurs on its own behalf or jointly with others in respect of its interest in the joint venture and income that it earns from the venture.

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 to demonstrate that the relevant provisions do not apply and that the Council has fully complied with the 2014 Code Group Accounts' requirements in its 2013/2014 Statement of Accounts.

Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Council as Lessee

Finance Leases

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

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

The Council is not required to raise Council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases
Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services 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).

<u>The Council as Lessor</u>

Finance Leases
Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Council's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.
Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received), and;
- finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement)

The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

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

Operating Leases

Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g., there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

Overheads & Support Services

The costs of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA *Service Reporting Code of Practice 2013/14*(SERCOP). The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received, with the exception of:

- Corporate and Democratic Core – costs relating to the Council's status as a multi-functional, democratic organisation.
- Non-distributed Costs – the cost of discretionary benefits awarded to employees retiring early and impairment losses chargeable on Assets Held for Sale.

These two cost categories are defined in SERCOP and accounted for as separate headings in the Comprehensive Income and Expenditure Statement, as part of Net Expenditure on Continuing Services.

Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (eg software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Council's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Property, Plant & Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment. The de minimis level for accounting for expenditure as capital is £5,000

<u>Recognition</u>
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.

<u>Measurement</u>
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.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure

Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

Assets are then carried in the Balance Sheet using the following measurement bases:
- infrastructure, 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.

<u>Componentisation</u>
The 2013/14 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:

is significant in relation to the overall total cost of the asset and
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.

<u>Impairment</u>
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.

<u>Depreciation</u>
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).

Deprecation 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. Prior to 1st April 2012 the Major Repairs Allowance was used as a reasonable estimate for depreciation of dwellings.
- other buildings – straight-line allocation over the useful life of the property as estimated by the valuer
- vehicles, plant, furniture and equipment – a percentage of the value of each class of assets in the Balance Sheet, as advised by a suitably qualified officer
- infrastructure – straight-line allocation over 40 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.

Depreciation is not charged on Assets Held for Sale.

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

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

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

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.

Museums collections
The museums are run by the Norfolk Museums & Archaeology Service (NMAS) which is regarded as one of the leaders in the museum sector. Through a Joint Committee established under delegated powers by the County and district councils in Norfolk, the Service runs museums throughout the County to preserve and interpret material evidence of the past with the aim of "bringing history to life

The 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.

Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

Heritage Buildings
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. The March 2009 Report of Kingston University London, on behalf of RICS and HM Treasury, recommended that a category of asset defined as National Treasures be created. 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

Civic Plate & Regalia
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. Valuation and insurance of the collection is the responsibility of the Council. 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.

Following the 1974 Local Government reorganisation the budgets for income and expenditure relating to paintings, were vired to Norfolk County Council, who run NMAS. Therefore any expenditure which, in the Trustees' view, is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Income and Expenditure account of Norfolk County Council.

Sculptures and Bronzes
The Council owns 25 sculptures and bronzes which situated in external locations around the city. Due to the external location the items are not insurable. 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. Due to the external location the items are not insurable. 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

Provisions, Contingent Liabilities

Provisions
Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Council becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

Contingent Liabilities
A contingent liability arises 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.

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

This account reflects the statutory requirement for billing authorities to maintain a separate Collection Fund, which shows the transactions of the billing authority in relation to nondomestic rates and the Council Tax and illustrates the way in which these have been distributed to preceptors and the General Fund. The transactions of the Collection Fund are wholly prescribed by legislation. Billing authorities have no discretion to determine which receipts and payments are accounted for within the fund and which outside.

Council Tax
The council tax included in the Comprehensive Income and Expenditure Statement for the year is the accrued income for the year. The difference between the income included in the Income and Expenditure Account and the amount required by regulation to be credited to the Collection Fund is taken to the Collection Fund adjustment Account and included as a reconciling item in the Statement of Movement on the General Fund balance.

Cash collected by the billing authority from council tax debtors belongs proportionately to the billing authority and the major precepting authorities. There will be a debtor or creditor position between the billing authority and each major preceptor to be recognised at the end of each year as the net cash paid to each major preceptor during the year will not exactly match its share of the cash collected from Council Taxpayers.

The cash flow statement only includes in revenue activities cash flows relating to its own share of Council Tax collected. The difference between the government and the preceptors' share of the net cash collected from Council Tax payers and the net cash paid to them is included as a net movement in other liquid resources.

National Non-Domestic Rates
Cash collected by the billing authority from National non-domestic rates (NNDR) debtors belongs proportionately to the government, the billing authority and the major precepting authority. There will be a debtor or creditor position between the billing authority and each major preceptor to be recognised at the end of each year as the net cash paid to each major preceptor during the year will not exactly match its share of the cash collected from Council Taxpayers.

The NNDR included in the Comprehensive Income and Expenditure Statement (CIES) for the year is the accrued income. The difference between the income included in the CIES and the amount required by regulation to be credited to the General fund is taken to the Collection Fund Adjustment Account and is included as a reconciling item in the Movement in Reserves Statement (MiRS).

The cash flow statement only includes in revenue activities cash flows relating to its own share of NNDR collected. The difference between the government and the preceptors' share of the net cash collected from NNDR payers and the net cash paid to them is included as a net movement in other liquid resources.

There are a number of NNDR reliefs available to NNDR payers which are mandatory, the government funds these reliefs in full (except for Small Business Rate relief which it funds 50%) via s31 grant to each authority. The s31 grant included in the CIES for the year is the accrued amount, the difference between the income included in the CIES and that received from the government will result in a debtor or creditor position between the billing authority and the government to be recognised at the end of each year.
To ensure that BRRS is equitable when compared to the previous system of NNDR, 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.

VAT

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

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

IFRS 10 Consolidated Financial Statements

This new standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014. The new standard outlines the requirements for the preparation and presentation of consolidated financial statements, requiring entities to consolidate entities it controls. Control requires exposure or rights to variable returns and the ability to affect those returns through power over an investee.

IFRS 11 Joint Arrangements

This new standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014 The new standard outlines the accounting by entities that jointly control an arrangement. Joint control involves the contractual agreed sharing of control and arrangements subject to joint control are classified as either a joint venture (representing a share of net assets and equity accounted) or a joint operation (representing rights to assets and obligations for liabilities, accounted for accordingly).

IFRS 12 Disclosure of Interests in Other Entities

This new standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014 The new standard is a consolidated disclosure standard requiring a wide range of disclosures about an entity's interests in subsidiaries, joint arrangements, associates and unconsolidated 'structured entities'. Disclosures are presented as a series of objectives, with detailed guidance on satisfying those objectives.

IFRS 13 Fair Value Measurement

This new standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014. The new standard
a) defines fair value;
b) sets out in a single IFRS a framework for measuring fair value; and
c) requires disclosures about fair value measurements.
IFRS 13 is applicable to annual reporting periods beginning on or after 1 January 2012. Application is required prospectively as of the beginning of the annual reporting period in which the IFRS is initially applied. Comparative information need not be disclosed for periods before initial application.

IAS 27 Separate Financial Statements

This revised standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014. The revised standard outlines the accounting and disclosure requirements for 'separate financial statements', which are financial statements prepared by a parent, or an investor in a joint venture or associate, where those investments are accounted for either at cost or in accordance with IAS 39 *Financial Instruments: Recognition and Measurement* or IFRS 9 *Financial Instruments*. The standard also outlines the accounting requirements for dividends and contains numerous disclosure requirements.

IAS 28 Investments in Associates and Joint Ventures

This revised standard was issued on 12 May 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014.. The revised standard outlines how to apply, with certain limited exceptions, the equity method to investments in associates and joint ventures. The standard also defines an associate by reference to the concept of "significant influence", which requires power to participate in financial and operating policy decisions of an investee (but not joint control or control of those polices).

IAS 32 Financial Instruments Presentation

This revised standard was issued on 16 December 2011 by the International Accounting Standards Board and is applicable to annual reporting periods beginning on or after 1 January 2014. The revised standard outlines the accounting requirements for the presentation of financial instruments, particularly as to the classification of such instruments into financial assets, financial liabilities and equity instruments. The standard also provide guidance on the classification of related interest, dividends and gains/losses, and when financial assets and financial liabilities can be offset.

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 16 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

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 "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 44

Group boundaries
The group boundaries have been estimated using the criteria associated with the Code of Practice. In line with the Code, the Council has not identified any companies within the group boundary that would require it to complete Group Accounts on grounds of materiality

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 Business Rates Retention Scheme effective from 1 April 2013, Local Authorities are liable for successful appeals against business rates charged to businesses in 2012-13 earlier financial years in their proportionate share. Therefore, a provision has been recognised for the best estimate of the amount that businesses have been overcharged up to 31 March 2014. The estimate has been calculated using the Valuation Office (VAO) ratings list of appeals .	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 maybe 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 £764.0m	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 buildings would increase by £0.276m for every year that useful lives had to be reduced
Pensions Liability £134.9m	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 sensitivities resulting in an impact on the Council's finances are disclosed in Note 44
Arrears	At 31 March 2014, the Council had a balance of sundry debtors for £1.323m. A review of significant balances suggested that an impairment of doubtful debts of ranging from 10% to 100% (£1.012m) 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.
Housing Stock	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
Housing Stock	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

5. Material Items of Income and Expense

There were no material items of income and expenditure in the current year

6. Events after the Balance Sheet Date

The unaudited Statement of Accounts were authorised for issue on 30 June 2014. This is the date up to which events after the balance sheet date have been considered.

7. 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 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.

2013/14	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	(3,790)	(14,659)	-	-	-	(18,449)	18,449
Excess dep'n over HRA MRA	-	-	-	-	-	-	-
Revaluation Losses on Property, Plant and Equipment	(2,238)	15,176	-	-	-	12,938	(12,938)
Movement in Market Value of Investment Properties	(317)	-	-	-	-	(317)	317
Capital Grants and Contributions Applied	1,006	161	-	-	-	1,167	(1,167)
Movement in Donated Assets Account	306	-	-	-	-	306	(306)
Revenue expenditure funded from capital under statute	(1,748)	-	-	-	-	(1,748)	1,748
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	(1,039)	(8,470)	-	-	-	(9,509)	9,509
Insertion of items not debited or credited to the Comprehensive Income and expenditure Statement							
Statutory provision for the financing of capital investment	1,033	72	-	-	-	1,105	(1,105)
Capital expenditure charged against the General Fund and HRA balances	-	15,923	-	-	-	15,923	(15,923)
Adjustments involving the Capital Grants Unapplied Account							
Capital Grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	3,116	394	-	-	(3,510)	-	-
Application of grants to capital financing transferred to the Capital Adjustment Account			-	-	1,158	1,158	(1,158)

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	1,103	8,119	(9,222)	-	-	-	-
Use of Capital Receipts Reserve to finance new capital expenditure	-	-	3,541	-	-	3,541	(3,541)
Contribution from the Capital receipts Reserve towards administration costs of non-current asset disposals	(28)	(227)	255	-	-	-	-
Contribution from the Capital receipts Reserve to Finance the payments to the Government capital receipts pool	(935)	-	935	-	-	-	-
Transfers from Deferred Capital Receipts reserve	-	-	-	-	-	-	-
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	(17)	-	17	-	-	-	-
Transfer to the Capital receipts Reserve upon receipt of cash	-	-	(20)	-	-	(20)	20
Adjustments involving the Major Repairs Reserve							
Reversal of Major Repairs Allowance credited to the HRA	-	11,891	-	(11,891)	-	-	-
Use of Major Repairs Reserve to finance new capital expenditure	-	-	-	11,896	-	11,896	(11,896)
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	(62)	139	-	-	-	77	(77)
Adjustments involving the Pensions Reserve							
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(8,039)	(2,431)	-	-	-	(10,470)	10,470
Employer's pension contributions and direct payments to pensioners payable in the year	4,776	1,305	-	-	-	6,081	(6,081)

Adjustments involving the Collection Fund Adjustment Account							
Amount by which Council tax income credited to the Comprehensive Income and Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	(426)	-	-	-	-	(426)	426
Total Adjustments	(7,299)	27,393	(4,494)	5	(2,352)	13,253	(13,253)

2012/13 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	(6,303)	(14,475)				(20,778)	20,778
Excess dep'n over HRA MRA		-	-	-			
Revaluation Losses on Property, Plant and Equipment	(6,725)	(8,809)				(15,534)	15,534
Movement in Market Value of Investment Properties	(343)	170				(173)	173
Capital Grants and Contributions Applied	1,098	25				1,123	(1,123)
Movement in Donated Assets Account						-	-
Revenue expenditure funded from capital under statute	(1,033)	(9)				(1,042)	1,042
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	(724)	(4,633)				(5,357)	5,357
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	(425)	67				(358)	358
Capital expenditure charged against the General Fund and HRA balances	1	1,327				1,328	(1,328)
Adjustments involving the Capital Grants Unapplied Account	-	-	-	-	-	-	-
Capital Grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	123	469			(592)	-	-
Application of grants to capital financing transferred to the Capital Adjustment Account					960	960	(960)
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	1,047	6,664	(7,711)			-	-
Use of Capital Receipts Reserve to finance new capital expenditure			4,031			4,031	(4,031)
Contribution from the Capital receipts Reserve towards administration costs of non-current asset disposals	(16)	(170)	186	-		-	-
Contribution from the Capital receipts Reserve to Finance the payments to the Government capital receipts pool	(838)		838			-	-
Transfers from Deferred Capital Receipts reserve	-					-	-

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	-		(16)			(16)	16
Transfer to the Capital receipts Reserve upon receipt of cash	(16)		16			-	-
Adjustment involving the Major Repairs Reserve	-	-	-	-	-	-	-
Reversal of Major Repairs Allowance credited to the HRA		12,384		(12,384)		-	-
Use of Major Repairs Reserve to finance new capital expenditure				23,553		23,553	(23,553)
	-	-	-	-	-	-	-
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	89	395				484	(484)
Adjustments involving the Pensions Reserve	-	-	-	-	-	-	-
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(4,664)	(2,358)	-			(7,022)	7,022
Employer's pension contributions and direct payments to pensioners payable in the year	5,508	2,759				8,267	(8,267)
Adjustments involving the Collection Fund Adjustment Account	-	-	-	-	-	-	-
Amount by which Council tax income credited to the Comprehensive Income and Expenditure Statement is different from Council tax income calculated for the year in accordance with statutory requirements	121					121	(121)
Total Adjustments	**(13,100)**	**(6,194)**	**(2,656)**	**11,169**	**368**	**(10,413)**	**10,413**

The Minimum Revenue Provision disclosed in the above table for 2012/13 is a credit amount, as opposed to the debit amount that would be expected. The MRP for the 2012/13 is a debit of £1.04m. The credit amount relates to a cumulative adjustment in relation to the calculation of the General fund and HRA Capital Financing Requirement, the value of the credit is £1,440,549.

8. 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 2013/14 and 2012/13.

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.

The Council only insures housing stock three storeys and above in height, sheltered and listed accommodation, and only for limited perils (fire, lightening, explosion and storm). The risk has been identified and assessed and it has been decided that the most cost effective way to manage risk is for the Council to self-insure losses via the Housing Revenue Account.

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 2014 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 . The initial levy payment has been requested and the Council has made a part payment of this, the balance is expected to be paid in 2014/15.

MMI was formed as a limited company by guarantee in 1903 and by 1974 some 90% of local authorities were insured by the company. Due to dramatic increases in claims, coincidental with a fall in the property market and poor investment environment, along with its inability to raise capital because of its mutual status, MMI's net assets fell below the minimum regulatory solvency requirement and the company went into run-off in September 1992.

After the imposition of the levy, the Council is also liable to contribute to each and every subsequent claim paid by MMI on the Council's behalf, thereby creating an on-going financial obligation. The Council will now face a liability of 15% of all future claims payments relating to the period it was insured by MMI, an allowance is also made for this, with the balance, of £15k.

Building Control Reserve

This represents the accumulated surplus on fee-earning building control operations.

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.

	Balance at 1 April 2012	Transfers Out 2012/13	Transfers In 2012/13	Balance at 31 March 2013	Transfers Out 2013/14	Transfers In 2013/14	Balance at 31 March 2014
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund							
Insurance Reserve	730	(552)	422	600	(334)	214	480
Building Control Reserve	65	-	-	65	-	19	84
Revenue Grants Unapplied Reserve GF	1,756	(65)	299	1,990	(48)	97	2,039
Revenue Grants Unapplied Reserve HRA	18	(13)	-	5	(1)	-	4
Total	2,569	(630)	721	2,660	(383)	330	2,607

Transfers between other reserves of £101,859 in the Movement in Reserves Statement comprise of Decent Home Loans & Home Improvement Loans repayments £100,577 (2012/13 £94,875) , Housing Act Advance repayments of £1,282 (2012/13 nil) and deferred loan repayment of £nil (2012/13 £8,300). Repayment of discount £nil (2012/13 36,581) and transfer of grants to earmarked reserve £nil (2012/13 £165,000)

9. Other Operating Expenditure

	2013/14	2012/13
	£'000	£'000
Payments to the Government Housing Capital Receipts Pool	935	838
(Gains)/Losses on the disposal of non-current assets	287	(2,378)
Provision Market	135	78
Total	**1,357**	**(1,462)**

The deficit of £134,872 (12/13 £78,252) on trading of the provision market is not allocated back to services but included in other operating expenditure above

10. Financing and Investment Income and Expenditure

	£'000	£'000
Interest payable and similar charges	9,907	11,139
Pension interest cost and expected return on pension assets	6,088	3,901
Interest Receivable and similar income	(1,336)	(1,709)
Income and expenditure in relation to investment properties and changes in their fair value	(1,473)	(657)
Other investment income	11	(15)
Impairment of Soft Loans	273	113
Total	**13,470**	**12,772**

11. Taxation and Non-Specific Grant Income

	£'000	£'000
Council tax income	(7,641)	(9,418)
Non domestic rates distribution	-	(11,245)
Non domestic rates income and expenditure	(29,604)	-
Non-ring fenced government grants	(10,560)	(2,352)
Capital grants and contributions	(4,983)	(1,715)
Business Rates - Tariff & Levy	24,944	-
Total	**(27,844)**	**(24,730)**

12. Property, Plant and Equipment

Movements on Balances

Movements in 2013/14	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 2013	**607,512**	**129,308**	**25,546**	**2,683**	**10,770**	**780**	**2,407**	**779,005**
Additions	26,323	507	760	71	186	19	2,493	**30,358**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	8	(3,996)	-	-	-	-	-	**(3,988)**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(8,775)	(3,285)	-	-	-	-	-	**(12,060)**
Revaluation write back of prior year deficit recognised in the Surplus / (Deficit) on the Provision of Services	10,863	754	-	-	-	-	-	**11,617**
Derecognition – Disposals	(6,172)	-	(46)	-	-	-	-	**(6,218)**
Derecognition - Other	(1,230)	-	-	-	-	-	-	**(1,230)**
Assets Reclassified (to) / from Held for Sale	(912)	293	-	-	-	-	-	**(619)**
Other Movements in Cost or Valuation	2,171	(80)	-	22	-	145	(2,171)	**87**
At 31 March 2014	**629,788**	**123,501**	**26,260**	**2,776**	**10,956**	**944**	**2,729**	**796,952**
Accumulated Depreciation & Impairment								
At 1 April 2013	**(1,510)**	**(9,030)**	**(20,454)**	**(925)**	**(43)**	**(329)**	**-**	**(32,291)**
Depreciation charge	(11,892)	(3,356)	(902)	(68)	(7)	(4)	-	**(16,229)**
Depreciation written out to the Surplus/Deficit on Provision of Services	11,891	123	-	-	-	3	-	**12,017**
Depreciation write-back on revaluation to Revaluation Reserve	1	5,369	-	-	-	-	-	**5,370**
Impairment losses / (reversals) recognised in CIES	(1,477)	62	-	-	-	(411)	-	**(1,826)**
Impairment losses / (reversals) recognised in RR	-	-	-	-	-	-	-	**-**
Derecognition – Disposals	9	-	46	-	-	-	-	**55**
Derecognition - Other	-	2	-	(2)	-	-	-	**-**
At 31 March 2014	(2,978)	(6,830)	(21,310)	(995)	(50)	(741)	-	**(32,904)**
Net Book Value								
At 31 March 2014	**626,810**	**116,671**	**4,950**	**1,781**	**10,906**	**203**	**2,729**	**764,048**
At 31 March 2013	606,002	120,278	5,092	1,759	10,726	451	2,407	**746,715**

Comparative Movements in 2012/13	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 2012	620,939	124,642	24,138	2,608	13,316	213	2,352	**788,208**
Additions	23,806	2,355	470	76	153	-	2,407	**29,267**
Revaluation increases / (decreases) recognised in the Revaluation Reserve	(730)	858	-	-	-	29	-	**157**
Revaluation decreases recognised in the Surplus / (Deficit) on the Provision of Services	(27,108)	(14,499)	-	-	-	-	-	**(41,607)**
Prior year revaluation decrease reversals recognised in the Surplus / (Deficit) on the Provision of Services	4,236	2,724	-	-	-	-	-	**6,960**
Derecognition – Disposals	(3,772)	-	(337)	-	-	-	-	**(4,109)**
Derecognition - Other	-	-	-	-	-	-	-	**-**
Assets Reclassified (to) / from Held for sale	(798)	(205)	-	-	-	538	-	**(465)**
Other Movements in Cost or Valuation	(9,062)	13,432	1,275	-	(2,700)	-	(2,352)	**593**
At 31 March 2013	**607,511**	**129,307**	**25,546**	**2,684**	**10,769**	**780**	**2,407**	**779,004**
Accumulated Depreciation & Impairment								
At 1 April 2012	(2,344)	(9,241)	(19,188)	(861)	(2,503)	(3)	-	**(34,140)**
Depreciation charge	(12,228)	(3,650)	(1,232)	(64)	(7)	(3)	-	**(17,184)**
Depreciation written out to the Surplus/Deficit on Provision of Services	11,242	4,821	8	-	1,462	-	-	**17,533**
Impairment losses / (reversals) recognised in the Surplus/Deficit on Provision of Services	832	(1,654)	-	-	-	-	-	**(822)**
Impairment losses / (reversals) recognised in Revaluation Reserve	989	1,321	-	-	-	-	-	**2,310**
Derecognition – Disposals	-	-	337	-	-	-	-	**337**
Derecognition - Other	-	(626)	(379)	-	1,005	(323)	-	**(323)**
At 31 March 2013	**(1,509)**	**(9,029)**	**(20,454)**	**(925)**	**(43)**	**(329)**	**-**	**(32,289)**
Net Book Value								
At 31 March 2013	606,002	120,278	5,092	1,759	10,726	451	2,407	**746,715**
At 31 March 2012	618,596	115,401	4,951	1,747	10,811	210	2,352	**754,068**

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 Norwich Ltd.

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

HRA Dwellings

The date of valuation is 31 March 2014

The valuers undertook a desktop revaluation following a full valuation undertaken as at 31st March 2011 by The District Valuer which was supplied to them. 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 Fair 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 61%, 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 titles 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.

At the end of 2012/13 an exercise was undertaken regarding the use of HRA garages. From this it was concluded that the majority of garage stock was being used as operational assets rather than connected to HRA properties and therefore the garages were reclassified from Council Dwellings to Other Land and Buildings, the value of this reclassification is £11,453,580.

HRA Non-Dwellings

The date of valuation is 31 March 2014

The valuers undertook a desktop revaluation following a full valuation undertaken as at 31st March 2011 by The District Valuer which was supplied to them. 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 Fair Value. Fair value may be either the Existing Use Value, Market Value or Depreciated replacement Cost depending on the property type and classification.

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

General Fund Assets

The date of valuation is 1 April 2013

The Council carries out a rolling programme that ensures that all Property, Plant and equipment required to be measured at fair value is revalued at least every five years. Valuations are carried out by the Council's external valuers, NPS Norwich 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 Fair Value. Fair value may be either the Existing Use Value, Market Value or Depreciated replacement Cost depending on the property type and classification.

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

VALUATION CYCLE	**Council dwellings**	**Other Land & Buildings**	**Community assets**	**Infrastructure**	**Vehicles, Plant, & Equipment**	**AUC**	**Surplus properties**	**Total PPE**
Valued at historical cost	-	-	10,906	1,780	4,951	2,728	-	**20,365**
Valued at current value	-	-	-	-	-	-	-	**-**
2013-14	626,806	53,998	-	-	-	-	-	**680,804**
2012-13	4	37,843	-	-	-	-	143	**37,990**
2011-12	-	888	-	-	-	-	-	**888**
2010-11	-	20,986	-	-	-	-	-	**20,986**
2009-10	-	2,955	-	-	-	-	60	**3,015**
Total	**626,810**	**116,670**	**10,906**	**1,780**	**4,951**	**2,728**	**203**	**764,048**

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

- Council Dwellings – 50–70 years
- Other Land and Buildings – 30–50 years
- Vehicles, Plant, Furniture & Equipment – 25% of carrying amount
- Infrastructure – 25 years

13. Heritage Assets

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 2012	7,407	4,675	2,226	2,281	3,362	**19,951**
Additions	-	-	-	6	17	**23**
Disposals	(18)	-	-	-	-	**(18)**
Revaluations	-	-	8	-	-	**8**
31st March 2013	**7,389**	**4,675**	**2,235**	**2,287**	**3,379**	**19,965**
Valuation						
1st April 2013	7,389	4,675	2,235	2,287	3,379	**19,965**
Additions	-	-	-	-	26	**26**
Disposals	(2)	-	-	-	-	**(2)**
Revaluations	654	-	-	-	-	**654**
31st March 2014	**8,041**	**4,675**	**2,235**	**2,287**	**3,405**	**20,643**

The Council's external valuer (Christopher Hartop) 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.

There are five 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
- The Blennerhasset Cups - A rare pair of Elizabeth I silver-gilt font cups (1561), valued by our external valuers as £0.9m
- The Peterson Cup - A rare Elizabeth I silver-gilt font cup (William Cobbold I 1575), valued by our external valuers as £0.6m
- James I silver-gilt flagons - A rare pair of James I silver-gilt flagons (1618), valued by our external valuers as £0.6m

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

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

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

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

14. 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

	2013/14	2012/13
	£000	**£000**
Rental income from investment property	(2,551)	(3,771)
Direct operating expenses arising from investment property	1,079	3,114
Total	**(1,472)**	**(657)**

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

The Council operates a 5-year rolling programme of revaluations except for revaluation of Housing Revenue Account Assets which is carried out on an annual basis. Of the fair value of investment property, as measured or disclosed in the financial statements, £6.3m (2012/13 £18.1m) is based on a valuation by an independent valuer who holds a recognised and relevant qualification and has recent experience in the location and category of the investment property being valued. The Council considers the difference between the market and carrying value, in respect of the remainder of its investment property portfolio, is not material.

Fixed assets are valued in accordance with the Statement of Accounting Policies and the Practice Statements and Guidance Notes set out in the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors.

VALUATION CYCLE	**Investment properties**
Valued at historical cost	-
Valued at current value	
2013-14	8,847
2012-13	353
2011-12	10,056
2010-11	5,197
2009-10	11,096
Total	**35,549**

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

	2013/14	2012/13
	£000	**£000**
Balance at start of the year	36,228	37,261
Additions:		
Purchases	732	195
Disposals	(1,007)	(461)
Net gains / (losses) from fair value adjustments	(317)	(173)
Transfers (to) / from Property, Plant & Equipment	(87)	(594)
Balance at end of year	**35,549**	**36,228**

15. 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.

There is one item of capitalised software that is materially significant to the financial statements. This is the Customer Contact telephony software Answerlink 3g, its carrying value at 31 March 2014 is £448,848 (31 March 2012 £538,618) with a remaining amortisation period of 6 years.

The carrying amount of intangible assets is amortised on a straight-line basis. Of the amortisation of £149,645 charged to revenue in 2013/14, £89,770 was charged in respect of the telephony system to the Customer Contact cost centre and then absorbed as an overhead across all the service headings in the Cost of Services. It is not possible to quantify exactly how much of the amortisation is attributable to each service heading. The remaining £59,876 related to software and £50,868 was charged to the Housing Revenue Account, £9,008 to General Fund.

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

	2013/14	**2012/13**
	£000	**£000**
Balance at the start of the year		
• Net carrying amount	838	694
• Additions	221	245
Amortisation for the period	(150)	(101)
Net Carrying amounts at the end of the year	**909**	**838**
Comprising:		
• Gross carrying amount	1,171	950
• Accumulated amortisation	(262)	(112)
	909	**838**

16. Financial Instruments

The borrowings and investments disclosed in the Balance Sheet are made up of the following categories of financial instruments:

	Long Term		Current	
	31-Mar-14	31-Mar-13	31-Mar-14	31-Mar-13
	£000	£000	£000	£000
Financial Liabilities (principle amount)	224,490	224,490	-	-
Accrued interest	-	-	1,300	1,300
Other accounting adjustments	292	293	-	-
Financial liabilities at amortised cost	224,782	224,783	1,300	1,300
Total Borrowings	**224,782**	**224,783**	**1,300**	**1,300**
Finance lease liabilities	1,355	1,431	76	72
PFI	-	-	-	-
Other long term liabilities	**1,355**	**1,431**	**76**	**72**
Financial liabilities carried at contract amount	-	-	19,574	18,673
Total creditors	**226,137**	**226,214**	**20,950**	**20,045**
Loans and receivables	3,000	15,500	51,000	28,000
Accrued interest	-	471	182	200
Total Loans and receivables (principle amount)	3,000	15,971	51,182	28,200
Unquoted equity investment at cost	824	824	-	-
Loans & receivables at amortised costs	3,824	16,795	51,182	28,200
NPT,HIL & DHL	2,679	2,654	-	-
Finance Leases	1,446	1,451	29	17
Total Investments	**7,949**	**20,901**	**51,211**	**28,217**
Financial assets carried at contract amounts	-	-	7,903	9,467
Total Debtors	**7,949**	**20,901**	**59,114**	**37,684**
Soft Loans Provided	**3,219**	**3,189**		

Financial assets carried at contract amount exclude statutory amounts, for example Council Tax Payers and Trade Creditors exclude receipts in advance as these are not classified as financial instruments.

The movement of £(12.5)m in long term and £23.0m in short term loans and receivables is due to increased money available to invest as a result of asset sales and retention of social housing rents.

The Council has made a number of loans to residents in respect of decent home loans at less than market rates (soft loans). There are a number of small loans making up the balance owing of £3.219m. 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 residents, with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net gain required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account. The detailed soft loans information is as follows:

Decent Home Loans	**31-Mar-14**	**31-Mar-13**
	£000	**£000**
Opening Balance	2,636	2,697
New loans granted	-	16
Fair value adjustment	17	13
Loans repaid	(101)	(90)
Debts written off	(3)	-
Balance carried forward	**2,549**	**2,636**
Nominal value carried forward	**3,085**	**3,189**

Home Improvement Loans	**31-Mar-14**	**31-Mar-13**
Opening Balance	56	-
New loans granted	63	73
Fair value adjustment	(11)	(12)
Loans repaid	-	(5)
Balance carried forward	**108**	**56**
Nominal value carried forward	**131**	**67**

Valuation Assumptions

The interest rate at which the fair value of this soft loan has been made is arrived at by taking the authority's prevailing cost of borrowing (5 per cent) and adding an allowance for the risk that the loan might not be repaid, in this case a zero rate. The loans are held as a land charge on the properties.

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

	2013/14			
	Financial Liabilities measured at amortised cost £000	Financial Assets Loans and receivables £000	Liabilities at Fair Value through Profit & Loss £000	Total £000
Interest expense	9,907	-	-	9,907
Reductions in fair value	-	-	-	-
Total expenses in Surplus or Deficit on the Provision of Services	9,907	-	-	9,907
Interest Income	-	(1,336)	-	(1,336)
Increases in fair value				-
Total income in Surplus or Deficit on the Provision of Services	-	(1,336)	-	(1,336)
Net gain/(loss) for the year	9,907	(1,336)	-	8,571

	2012/13			
	Financial Liabilities measured at amortised cost £000	Financial Assets Loans and receivables £000	Liabilities at Fair Value through Profit & Loss £000	Total £000
Interest expense	11,139	-	-	11,139
Reductions in fair value	-	-	(11)	(11)
Total expenses in Surplus or Deficit on the Provision of Services	11,139	-	(11)	11,128
Interest Income	-	(1,709)	-	(1,709)
Increases in fair value				-
Total income in Surplus or Deficit on the Provision of Services	-	(1,709)	-	(1,709)
Net gain/(loss) for the year	11,139	(1,709)	(11)	9,419

The fair value of trade and other receivables is taken to be the invoiced, billed amount or cost, less any bad debt provision. The fair values calculated are as follows:

Fair Values of Assets and Liabilities

Financial liabilities and financial assets represented by loans and receivables are carried in the Balance Sheet at amortised cost. Their fair value has been assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- estimated interest rates at 31 March 2014 of 7.63% for loans from the PWLB, 4.5% as an effective interest rate for a stepped loan, 5.97% and 6.03% for money market loans
- no early repayment or impairment is recognised
- where an instrument will mature in the next 12 months, carrying amount is assumed to approximate to fair value
- the fair value of trade and other receivables is taken to be the invoiced or billed amount

The Code of Practice requires the fair value of each class of financial asset and liability to be disclosed to enable it to be compared to its carrying amount.

The purpose of the valuation is to allow the user to evaluate quantitatively the council's financial position and performance with regard to each class off financial instrument, and also to indicate the extent of the council's risk exposure arising as a result of these transactions.

Fair value is defined as the amount for which an asset could be exchanged or a liability settled, assuming that the transaction was negotiated between parties knowledgeable about market in which they are dealing and willing to buy/sell at an appropriate price with no other motive in their negotiations other than to secure a fair price.

Financial liabilities and financial assets represented by loans and receivables are carried on the balance sheet at amortised cost (in long term assets/liabilities with accrued interest in current assets/liabilities). 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 and other loans payable, borrowing rates from the PWLB 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 of liabilities calculated are as follows:

		31-Mar-14		31-Mar-13	
		Carrying amount	Fair value	Carrying amount	Fair value
		£000	£000	£000	£000
Financial Liabilities		245,731	274,938	244,828	297,074
Long term creditors		1,355	1,355	1,431	1,431
Total Liabilities		**247,086**	**276,292**	**246,259**	**298,505**

The fair value is greater then the carrying amount because the Councils' 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.

Long Term Borrowing is analysed as follows:						
	Debt at 31-Mar-13	**Loans Raised**	**Loans Repaid**	**Loans Reclassified as Short Term**	**Fair Value discount unwind**	**Debt at 31-Mar-14**
	£000	**£000**	**£000**	**£000**	**£000**	**£000**
PWLB	218,917	-	-	-	-	218,917
UK Banks	5,292	-	-	-	(2)	5,290
Other Financial Intermediaries	462	-	-	-	-	462
Local Government	1	-	-	-	-	1
Household Sector	111	-		-	-	111
European Investment Bank	-	-	-	-	-	-
Total	**224,783**	**-**	**-**	**-**	**(2)**	**224,781**

The fair values of assets calculated are as follows:		31-Mar-14		31-Mar-13	
		Carrying amount	Fair value	Carrying amount	Fair value
		£000	**£000**	**£000**	**£000**
Loans & Receivables		62,727	63,006	55,187	55,617
Long Term Debtors		4,136	4,136	4,676	4,123
Total Assets		**66,863**	**67,142**	**59,863**	**59,740**

The differences are attributable to fixed interest instruments receivable being held by the authority whose interest rate is higher than the prevailing rate estimated to be available at 31 March. This increases the fair value of loans and receivables.

The fair values for loans and receivables have been determined by reference to similar practices, as above, which provide a reasonable approximation for the fair value of a financial instrument, and includes accrued interest. The comparator market rates prevailing have been taken from indicative investment rates at each balance sheet date. In practice rates will be determined by the size of the transaction and the counterparty, but it is impractical to use these figures, and the difference is likely to be immaterial.

Nature & Extent of Risks Arising from Financial Instruments

The Council's activities expose it to a variety of financial risks:

- 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 and 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. Overall these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the Code of Practice;
- by the adoption of a Treasury Policy Statement and treasury management clauses within its financial regulations
- by approving annually in advance prudential and treasury indicators for the following three years limiting:
    - The Council's overall borrowing;
    - Its maximum and minimum exposures to fixed and variable rates;
    - Its maximum and minimum for exposures the maturity structure of its debt;
    - Its maximum annual exposures to investments maturing beyond a year.
- by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Guidance;

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

The annual treasury management strategy which incorporates the prudential indicators was approved by Council on 20 March 2012 and is available on the Council website. The key issues within the strategy were:

- The Authorised Limit for the 2013/14 was set at £267.6m. This is the maximum limit of external borrowings or other long term liabilities.
- The Operational Boundary was expected to be £247.6m. 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.

The Council approved an amendment to the 2013/14 Treasury Management Strategy on 25th July 2012. The amendments related to the counterparties criteria for investments as advised by Sector, the council's treasury management advisors.

These policies are implemented by a central treasury team. The Council maintains written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk, and the investment of surplus cash through Treasury Management Practices (TMPs). These TMPs are a requirement of the Code of Practice and are reviewed periodically.

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 identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard and Poors Credit Ratings Services. 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. Details of the Investment Strategy can be found on the Council's website, 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 £250m

The full Investment Strategy for 2013/14 was approved by Full Council on 19 February 2013 and is available on the Council's website.

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 March 2014	31 March 2014	31 March 2014	31 March 2013
Customers	1322	12%	159	224

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 £1.204m of the balance is past its due date for payment. The past due amount can be analysed by age as follows:

		31 March 2014	31 March 2013
		£000	£000
Less than three months		520	99
Three to six months		118	191
Six months to one year		322	208
More than one year		244	736
Total		**1,204**	**1,234**

The Council initiates a legal charge on property where clients cannot afford to pay immediately. The total debt where there are legal charges at 31 March 2014 was £231,198 (31 March 2013 £247,465).

Liquidity risk

The Council manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Code of Practice. This seeks to ensure that cash is available when it is needed.

The Council has ready access to borrowings from the Money Markets to cover any day to day cash flow need, and whilst the PWLB provides access to longer term funds, it also acts as a lender of last resort to Councils (although it will not provide funding to a Council whose actions are unlawful). The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The maturity analysis of financial assets, excluding sums due from customers, is as follows:

		2013/14	2012/13
		£000	£000
Repayable between:			
Less than one year		41,500	28,000
Between 1 & 2 years		3,000	12,500
Between 2 & 3 years		-	3,000
		44,500	**43,500**

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 Council in the Treasury Management Strategy):

		Approved Minimum Limit	Approved Maximum Limit	Actual 31 March 2014 £000	Actual 31 March 2013 £000
Less than 1 year		0%	10%	1,300	1,300
Between 1 & 2 years		0%	10%	5,060	-
Between 2 & 5 years		0%	30%	17,750	17,810
Between 5 & 10 years		0%	50%	59,459	9,698
More than 10 years		0%	95%	141,940	196,900
				225,509	**225,708**
Perpetually irredeemable Loan Stock		0%	10%	573	573
				226,082	**226,281**

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.

The risk of interest rate loss is partially mitigated by Government grant payable on financing costs.

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

	£000s
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	727
Impact on Surplus or Deficit on Provision of Services	727
Increase in Government grant receivable for financing costs	-
Share of overall impact debited to the HRA	-
Decrease in fair value of fixed rate investment assets	-
Impact on Comprehensive Income & expenditure	-
Decrease in fair value of fixed rate borrowings liabilities (no impact CIES)	21,802

The impact of a 1% fall in interest rates on interest receivable would be £(579) – where the fall of 1% would take the interest lower than zero, this effect 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.

Indemnity

In February 2014 the Council advanced £1m to Lloyds Banking Group as part of the Local Authority Mortgage Scheme (LAMS). LAMS is aimed at first time buyers within the district and the advance reflects the Council's share of financial assistance through the provision of an indemnity. This indemnity will be in place for a fixed five year period, at which point the advance will be returned to the Council plus an amount of interest. As at 31 March 2014, the total commitment against the £1m indemnity is £nil, as no completions have taken place. There have been no defaults requiring a call on this indemnity to date.

Price risk

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

However it does have shareholdings to the value of £0.8m 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.

17. Long Term Investments

		2013/14	2012/13
		£000	£000
Banks		0	12,954
Local Authorities		3,000	3017
Norwich Airport Ltd		824	824
Other Related Companies		18	18
		3,842	**16,813**

Banks and Local Authorities
Investments of £3m that are for periods longer than one year are included as long term investments on the balance sheet. These will mature in September 2015.

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 are held by the City Council (6%), the County Council (9%) and a jointly owned Local Authority company, Legislator 1656 (4.9%).

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. The sale valued Norwich Airport Ltd at £13.7m (previously £15.3m) and the investment value shown in the Balance Sheet represents the Council's 6% direct holding in the company. The shares of Norwich Airport Ltd are carried in the accounts at cost. Consideration has been given to measuring the fair value of Norwich Airport Ltd from Norwich City Councils percentage shareholding from the Airports balance sheet for 2011 and draft balance sheet for 2012. These calculations gave a fair value higher than that of the carrying value at cost but were subjective and could not reliably measure fair value. An impairment review was undertaken in accordance with the Code which states that 'where fair value cannot be measured reliably, the instrument is carried at cost (less any impairment losses).' Norwich City Council have assessed that there has been no impairment of the asset as a potential purchaser has shown an interest in purchasing NCC airport holding, although no price has yet been established.
Norwich City Council has an interest in Legislator Companies 1656 and 1657 which has been assessed as immaterial for the purpose of Group Accounts.

Norwich Preservation Trust Ltd
The long-term investment of £18,270 consists of loans made to the Trust.

18. Long Term Debtors

	2013/14			2012/13
	Debtors	Provision for Bad Debt	Net Debtors	Net Debtors
	£000	£000	£000	£000
Advances for House Purchase: Council Houses Sold	5	-	**5**	7
Housing Act Advances	-	-	**-**	-
Norfolk County Council Transferred Debt	881	-	**881**	943
Deferred Capital Receipt Sale of Airport Shares	400	-	**400**	400
Deferred Capital Receipt – Livestock Market	553	-	**553**	516
Decent Home Loans	2,550	-	**2,550**	2,636
Finance Lease > 1 year	1,446	-	**1,446**	1,451
Home Improvement Loans	108	-	**108**	67
Local Authority Mortgage Scheme	1,000	-	**1,000**	-
Housing Benefit Overpayments	4,261	(2,818)	**1,443**	1,232
Shared Equity	173	-	**173**	-
SALIX	226	**-**	**226**	215
Legal	231	**-**	**231**	247
Other Long Term Debtors	137	**-**	**137**	521
	11,971	**(2,818)**	**9,153**	**8,235**

Long Term Debtors consist of:

- Advances for House Purchase - This capital account shows the monies still outstanding and due to the Council in respect of Housing Advances made to private individuals.
- Transferred Debt - This debt represents the value of assets transferred to other Public Bodies. The value of these assets was determined by the amount of related outstanding loan at the time of transfer.
- Deferred Capital Receipts Sales of Airport Shares - 80.1% of the shares held in Norwich Airport Ltd. by Norfolk County Council and Norwich City Council were sold in March 2004 to Omniport Ltd. £1m of the total sale price is payable after 15 years or, should Omniport sell its interest before then, at the time of the sale. The City Council’s share of this deferred capital receipt is £400,000.
- Deferred Capital Receipts Livestock Market –the Livestock Market was sold in July 2010, the purchaser withheld £800,000 relating to the area of the cattle market as this is leased back to the Council. The monies have to be paid over in 10 years time or sooner if the cattle market is resited. The monies due are treated as a soft loan and discounted

19. Short Term Investments

Short term investments represent temporary lending of surplus monies to other local authorities and major financial institutions. The amounts invested at 31 March were as follows:

		2013/14	2012/13
		£000	£000
Banks		35,410	19,146
Building Societies		7,020	6,035
Local Authority		-	3,019
Total Short Term Investments		**42,430**	**28,200**

20. Assets Held for Sale

	Current		Non-current	
	2013/14	2012/13	2013/14	2012/13
	£000	£000	£000	£000
Balance outstanding at start of year	**1,880**	**2,198**	**-**	**-**
Assets newly classified as held for sale:				
Property, Plant & Equipment	1,129	465	-	-
Assets declassified as held for sale:				
Property, Plant & Equipment	(510)	323	-	-
Revaluations in Revaluation Reserve	-	1,351	-	-
Revaluations in Provision of Service	-	(1,351)	-	-
Impairment losses	-	-	-	-
Additions	-	-	-	-
Assets sold	(1,107)	(1,106)	-	-
Other movements	-	-	-	-
Balance outstanding at year-end	**1,392**	**1,880**	**-**	**-**

21. Short Term Debtors

	2013/14	2012/13
	£000	£000
Central Government Bodies	2,589	7,310
Other entities & individuals	6,971	4,550
Other Local Authorities	1,017	725
National Health Bodies	100	-
Total	**10,677**	**12,585**

22. Cash & Cash Equivalents

	2013/14	2012/13
	£000	£000
Cash held by Council	24	31
Bank current accounts	492	227
Short term deposits with banks	10,000	6,100
Short term deposits with building societies	9,500	-
Short term deposits with Debt Management Office	-	-
Short term deposits with local authorities	-	-
Total Cash & Cash Equivalents	**20,016**	**6,358**

23. Short Term Creditors

	2013/14	2012/13
	£000	£000
Central Government Bodies	1,060	1,122
Other Local Authorities	9,559	4,537
Other entities & individuals	14,905	15,461
National Health Bodies	10	-
Total Short Term Creditors	**25,534**	**21,120**

24. Long Term Creditors

	2013/14	2012/13
	£000	£000
Developer Contributions	1,951	2,048
Lease Liability	1,355	1,430
Rent Prepayments	350	400
SALIX	70	48
Total Long Term Creditors	**3,726**	**3,926**

25. Provisions

	2013/14	2012/13
	£000	£000
Balance at 1 April 2013	-	-
Additional provisions	346	
Balance at 31 March 2014	**346**	-

The additional provision represents that for NNDR appeals required following the introduction of Business Rates Retention on 1 April 2013.

26. Usable Reserves

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

27. Unusable Reserves

		2013/14	2012/13
		£000	£000
Revaluation Reserve		48,023	46,769
Capital Adjustment Account		541,563	522,872
Financial Instruments Adjustments Account		(1,166)	(1,243)
Deferred Capital Receipts		2,119	2,139
Pensions Reserve		(134,895)	(136,209)
Collection Fund Adjustment Account		(79)	347
Total Unusable Reserves		**455,565**	**434,675**

Revaluation Reserve

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

- 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.

	2013/14		2012/13
	£000	£000	£000
Balance at 1 April		**46,769**	**42,261**
Upward revaluation of assets	2,036		3,675
Downward revaluation of assets & impairment losses not charged to the Surplus/Deficit on the Provision of Services	-		-
Surplus or deficit on revaluation of non-current assets not posted to the Surplus/Deficit on the Provision of Services		**2,036**	**3,675**
Difference between fair value depreciation & historical cost depreciation	(1,020)		(565)
Other amount written off to Capital Adjustment Account	-		1,527
Accumulated gains on assets sold or scrapped	(225)		(149)
Amount written off to the Capital Adjustment Account		**(1,245)**	**813**
Other movements		464	20
Balance at 31 March		**48,024**	**46,769**

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 7 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation reserve.

	2013/14		2012/13
	£000	£000	£000
Balance at 1 April		522,872	**536,047**
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income & Expenditure Statement:			
Charges for depreciation & impairment of non current assets	(18,449)		(20,777)
Revaluation losses on Property, Plant & Equipment	12,939		(15,535)
Revenue expenditure funded from capital under statute	(1,748)		(1,042)
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	(9,509)		(5,357)
Difference between historic cost & carrying value depreciation	1,020		565
Net written out amount of the cost of non-current assets consumed in the year		**(15,747)**	**(42,146)**
Adjusting amounts written out of the Revaluation Reserve		225	(1,378)
Net written out amount of the cost of non-current assets consumed in the year		**(15,522)**	**(43,524)**
Capital financing applied in the year:			
Use of the Capital Receipts Reserve to finance new capital Expenditure	3,541		4,031
Use of the Major Repairs Reserve to finance new capital expenditure	11,896		23,553
Capital grants & contributions credited to the Comprehensive Income & Expenditure Statement that have been applied to capital financing	1,166		1,123
Application of grants to capital financing from the Capital Grants Unapplied Account	1,158		960
Statutory provision for the financing of capital investment charged against the General Fund & HRA balances	1,105		(358)
Capital expenditure charged against the General Fund & HRA balances	15,923		1,327
		34,789	**30,636**
Movements in the market value of Investment Properties debited or credited to the Comprehensive Income & Expenditure Statement		(317)	(173)
Movement in the Donated Assets Account credited to the Comprehensive Income and Expenditure Statement		306	-
HRA Self Financing Debt		-	-
Other		(565)	(115)
Balance at 31 March		**541,563**	**522,871**

<u>Financial Instruments Adjustment Account</u>

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 2014 will be charged to the General Fund over the next 15 years.

	2013/14	2012/13
	£000	£000
Financial Instruments Adjustment Account		
Balance at 1 April	**1,243**	**1,728**
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	(77)	(485)
	1,166	**1,243**
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	**-**	**-**
Balance at 31 March	**1,166**	**1,243**

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.

	2013/14	2012/13
	£000	£000
Balance at 1 April	**2,139**	**2,163**
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	-	-
Transfer to the Capital Receipts Reserve upon receipt of cash	(20)	(24)
Balance at 31 March	**2,119**	**2,139**

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.

	2013/14	2012/13
	£000	£000
Balance at 1 April	**(136,209)**	**(116,144)**
Actuarial gains or (losses) on pensions assets & liabilities	5,702	(21,310)
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	(10,470)	(7,022)
Employer's pensions contributions & direct payments to pensioners payable in the year	4,950	4,903
Non-Council Employer's pensions contributions payable in the year in respect of TUPE'd employees still in pension fund	1,132	3,364
Other		-
Balance at 31 March	**(134,895)**	**(136,209)**

Collection Fund Adjustment Account

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

	2013/14	2012/13
	£000	£000
Balance at 1 April	347	225
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	80	122
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	(506)	-
Balance at 31 March	**(79)**	**347**

28. Cash Flow Statement – Operating Activities

The adjustment to surplus or deficit on the provision of services for noncash movements is comprised of:

	2013/14	2012/13
	£000	£000
Depreciation	16,379	17,285
Impairment and revaluations	(9,747)	19,136
Reductions in fair value of Non-PWLB concessionary loans	-	-
Reductions in the fair value of soft loans (non Subsidiary) made in the year	134	112
Soft Loans (non Subsidiary) – interest adjustment credited to the CIES during the year	(129)	(126)
Adjustments for effective interest rates	-	-
(Decrease)/Increase in provision for doubtful debts re: Loans and Advances	897	933
Increase/(decrease) in Interest Creditors	6	(10,431)
Increase/(decrease) in Creditors	5,451	(5,686)
(Increase)/Decrease in Interest Debtors	(259)	(385)
(Increase)/Decrease in Debtors	804	(1,464)
(Increase)/Decrease in Inventories	5	6
(Decrease)/increase in Pension Liability	4,389	(1,245)
Contributions to Provisions	346	-
Carrying amount of non-current assets sold	9,509	5,357
Loans relating to deferred capital receipts	-	-
Carrying amount of short and long term investments sold	-	-
Movement in Investment Property values	317	173
	28,102	**23,665**

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

	2013/14	2012/13
	£000	£000
		(restated)
Capital grants credited to surplus or deficit on the provision of services	(1,292)	(1,133)
Proceeds from sale of short and long term investments	-	
Proceeds from the sale of property, plant and equipment and investment properties	(9,222)	(7,714)
	(10,514)	**(8,847)**

The cash flows for operating activities include the following items:

	2013/14	2012/13
	£000	£000
Interest received	(605)	(1,196)
Interest paid	9,915	11,139
	9,310	**9,943**

29. Cash Flow Statement – Investing Activities

	2013/14	2012/13
	£000	£000
Purchase of property, plant & equipment, investment property & intangible assets	(32,276)	(29,603)
Other Capital Payments	(1,000)	-
Purchase of short term & long-term investments	(88,860)	(63,000)
Other payments for investing activities	(64)	(490)
Proceeds from the sale of property, plant & equipment, investment property & intangible assets	9,222	7,714
Other Capital Cash Receipts	503	1,432
Capital grants received	651	1,048
Proceeds from short term & long-term investments	87,860	73,501
Net cash flows from investing activities	**(23,964)**	**(9,398)**

30. Cash Flow Statement – Financing Activities

	2013/14	2012/13
	£000	£000
Cash payments for the reduction of the outstanding liabilities relating to finance leases & on-balance sheet PFI contracts	(84)	(9,167)
Repayments of short- & long-term borrowing	-	(8,000)
HRA Self Financing payments to Government	-	-
Other receipts /(payments) for financing activities	(372)	797
Net cash flows from financing activities	**(456)**	**(16,370)**

31. Amounts Reported for Resource Allocation Disclosure

The analysis of income and expenditure by service on the face of the Comprehensive Income and Expenditure Statement is that specified by the Service Reporting Code of Practice. However, decisions about resource allocation are taken by the Council's Cabinet on the basis of budget reports analysed across directorates. These reports are prepared on a different basis from the accounting policies used in the financial statements. In particular:

- no charges are made in relation to capital expenditure (whereas depreciation, revaluation and impairment losses in excess of the balance on the Revaluation Reserve and amortisations are charged to services in the Comprehensive Income and Expenditure Statement)
- the cost of retirement benefits is based on cash flows (payment of employer's pensions contributions) rather than current service cost of benefits accrued in the year
- expenditure on some support services is budgeted for centrally and not charged to directorates.

The income and expenditure of the Council's directorates for the year is as follows:

Directorate Income & Expenditure 2013/14	Chief Executive	Business Relationship Management	Customers, Communication & Culture	Strategy, People & Democracy	Operations	Housing Revenue	Not Reported	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Fees, charges & other service income	(150)	(1,725)	(815)	(25)	(18,614)	(72,106)	-	(93,435)
Income from Council Tax / Business rates	-	(12,301)	-	-	-	-	-	(12,301)
Government Grants	(2,640)	(76,074)	(122)	(196)	(4,590)	(1,102)	-	(84,724)
Total Income	**(2,790)**	**(90,100)**	**(937)**	**(221)**	**(23,204)**	**(73,208)**	**-**	**(190,460)**
Employment expenses	(590)	1,441	3,639	1,824	51	5,541	-	11,906
Operational Expenses	1,733	69,797	4,419	936	29,054	64,503	-	170,442
Support Service recharges	640	(983)	(2,849)	(2,241)	7,264	5,822	-	7,653
Total Expenditure	**1,783**	**70,255**	**5,209**	**519**	**36,369**	**75,866**	**-**	**190,001**
Net (Income) / Expenditure	**(1,007)**	**(19,845)**	**4,272**	**298**	**13,165**	**2,658**	**-**	**(459)**

Directorate Income & Expenditure 2012/13	Chief Executive	Business Relationship Management	Customers, Communication & Culture	Strategy, People & Democracy	Operations	Housing Revenue	Not Reported	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Fees, charges & other service income	(203)	(1,522)	(795)	(145)	(17,819)	(70,245)	-	(90,729)
Government Grants	(1,895)	(94,044)	(100)	(133)	(1,751)	(420)	-	(98,343)
Total Income	**(2,098)**	**(95,566)**	**(895)**	**(278)**	**(19,570)**	**(70,665)**	**-**	**(189,072)**
Employment expenses	1,966	1,577	2,967	2,682	601	4,604	-	14,397
Operational Expenses	161	81,176	(10,240)	803	35,781	48,844	-	156,525
Support Service recharges	950	(558)	(2,423)	(2,906)	4,476	4,153	-	3,692
Total Expenditure	**3,077**	**82,195**	**(9,696)**	**579**	**40,858**	**57,601**	**-**	**174,614**
Net (Income) / Expenditure	**979**	**(13,371)**	**(10,591)**	**301**	**21,288**	**(13,064)**	**-**	**(14,458)**

Reconciliation of Directorate Income & Expenditure to Cost of Services in the Comprehensive Income & Expenditure Statement

This reconciliation shows how the figures in the analysis of directorate income and expenditure relate to the amounts included in the Comprehensive Income and Expenditure Statement

	2013/14	2012/13
	£000	£000
Net expenditure in the Directorate Analysis	(460)	(14,457)
Net expenditure of services & support services not included in the Analysis	(7,013)	32,792
Amounts in the Comprehensive Income & Expenditure Statement not reported to	-	-
Allocation of Recharges	-	-
Expenditure Statement	(7,013)	32,792
Cost of Services in Comprehensive Income & Expenditure Statement	**(7,473)**	**18,335**

Reconciliation to Subjective Analysis

This reconciliation shows how the figures in the analysis of directorate income and expenditure relate to a subjective analysis of the Surplus or Deficit on the Provision of Services included in the Comprehensive Income and Expenditure Statement.

2013/14	Directorate Analysis	Net Expenditure of services and support services not included in the Analysis	Amounts not reported to management for decision making		Reallocation analysis	Cost of Services	Corporate Amounts	Total
	£000		£000		£000	£000	£000	£000
Fees, charges & other service income	(93,437)	3,085	-	-	-	**(90,352)**	(3,085)	**(93,437)**
Surplus or deficit on associates & joint ventures	-	-	-	-	-	**-**	-	**-**
Interest & investment income	-	-	-	-	(12,428)	**(12,428)**	-	**(12,428)**
Income from Council Tax	(12,301)	12,301	-	-	-	**-**	(12,301)	**(12,301)**
Government Grants & contributions	(84,724)	15,543	-	-	-	**(69,181)**	(15,543)	**(84,724)**
Total Income	**(190,462)**	**30,929**	**-**		**(12,428)**	**(171,961)**	**(30,929)**	**(202,890)**
Employment expenses	11,907	88	-	-	-	**11,995**	(88)	**11,907**
Other service charges	170,482	(37,909)	-	-	(23,149)	**109,424**	17,878	**127,302**
Support Service recharges	7,613	(121)	-	-	-	**7,492**	121	**7,613**
Depreciation, amortisation & impairment	-	-	-	-	6,797	**6,797**	-	**6,797**
Interest Payments	-	-	-	-	27,361	**27,361**	-	**27,361**
Precepts & Levies	-	-	-	-	197	**197**	-	**197**
Payments to Housing Capital Receipts Pool	-	-	-	-	935	**935**	-	**935**
Gain or Loss on Disposal of Fixed Assets	-	-	-	-	287	**287**	-	**287**
Other Operating Income	-	-	-	-	-	**-**	-	**-**
Total Expenditure	**190,002**	**(37,942)**	**-**		**12,428**	**164,488**	**17,911**	**182,399**
(Surplus) / deficit on the provision of services	**(460)**	**(7,013)**	**-**		**-**	**(7,473)**	**(13,018)**	**(20,491)**

2012/13 Comparatives	Directorate Analysis	Net Expenditure of services and support services not included in the Analysis	Amounts not reported to management for decision making		Reallocation analysis	Cost of Services	Corporate Amounts	Total
	£000	£000	£000		£000	£000	£000	£000
Fees, charges & other service income	(90,729)	3,225	-		-	(87,504)	(3,225)	(90,729)
Surplus or deficit on associates & joint ventures	-	-	-			-		-
Interest & investment income	-	-	-		(13,903)	(13,903)	-	(13,903)
Income from Council tax	-	-	-		(9,418)	(9,418)	-	(9,418)
Government Grants & contributions	(98,343)	15,312	-		(8)	(83,039)	(15,312)	(98,351)
Total Income	**(189,072)**	**18,537**	**-**		**(23,329)**	**(193,864)**	**(18,537)**	**(212,401)**
Employment expenses	14,397	164	-		-	14,561	(164)	14,397
Other service charges	156,526	14,177	-		(39,118)	131,585	5,196	136,781
Support Service recharges	3,692	(85)	-		-	3,607	85	3,692
Depreciation, amortisation & impairment	-	-	-		36,460	36,460	-	36,460
Interest Payments	-	-	-		27,348	27,348	-	27,348
Precepts & Levies	-	-	-		179	179	-	179
Payments to Housing Capital Receipts Pool	-	-	-		838	838	-	838
Gain or Loss on Disposal of Non-current Assets	-	-	-		(2,378)	(2,378)	-	(2,378)
Total Expenditure	**174,615**	**14,255**	**-**		**23,329**	**212,200**	**5,117**	**217,317**
(Surplus) / deficit on the provision of services	**(14,457)**	**32,791**	**-**		**-**	**18,336**	**(13,420)**	**4,916**

32. Trading Operations

The Council manages various trading operations, financial results for which were as follows:

	2013/14			2012/13
	Expenditure	Income	(Surplus) / Deficit	(Surplus) / Deficit
	£000	£000	£000	£000
Car Parks	2,455	(6,093)	(3,638)	2,432
Industrial Estates	252	(613)	(361)	(325)
Corporate Estates	533	(2,945)	(2,412)	561
Civic Halls	505	(190)	315	465
Markets	821	(718)	103	26
Yacht Station	8	(5)	3	115
Net (Surplus) / Deficit	**4,574**	**(10,564)**	**(5,990)**	**3,274**

Other than for Markets, the income and expenditure of the remaining Trading Operations for 2013/14 and 2012/13 have been consolidated within the Net Cost of Services in accordance with SerCOP. Income and expenditure of the markets are within Other Operating Expenditure.

Reported Car Parks expenditure has decreased by £4.7m, and Corporate Estates by £2.5m, mainly due to revaluation and impairment charges which are reversed out on the Movement in Reserves Statement. In addition to this there has been income of £1.1m for a one-off settlement at St. Andrews Car Park, increased parking income of £0.25m, and income of £0.5m from early surrender of a property lease.

33. Associates

Norwich City Council has two associate companies, NPS Norwich Limited and NorwichNorse Environmental Limited. The results of these associates have not been incorporated in the Council's accounts on the grounds of immateriality; therefore results of the associates are detailed in the table below.

		NPS Norwich Ltd			Norwich/Norse Environmental Ltd		
		2013/14	2012/13		2013/14	2012/13	
Profit & Loss Account							
Operating Profit		106	35		89	-	
Interest Receivable		3	1		-	-	
Profit on Ordinary Activities before Corporation Tax		109	36		89	-	
Corporation Tax		-	(9)		(22)	-	
Retained Profit for the financial year		109	27		67	-	
Balance Sheet							
Profit & Loss reserve		136	27		67	-	

34. Agency 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 2013/14 and 2012/13 are as follows:-

Highways	**2013/14**	**2012/13**
	£000	**£000**
Expenditure	1,084	996
Income	(1,035)	(1,030)
(Surplus) paid over to Norfolk County Council/ Deficit reimbursed to Norwich City Council	**49**	**(34)**
On-Street Car parking	**2013/14**	**2012/13**
	£000	**£000**
Expenditure	1,163	1,129
Income	(1,292)	(1,187)
(Surplus) paid over to Norfolk County Council	**(129)**	**(58)**

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, the Norfolk Joint Records Committee and the CNC Building Control Consultancy Joint Committee (Building Control Partnership) are not material.

On 1st November 2012 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. The council acts as agent for Norwich BID by billing and collecting the additional tax.

	2013/14	**2012/13**
	£000	**£000**
Billed	650	656
Collected	524	631
Paid over to Norwich BID	378	394

35. Members' Allowances

The total of members' allowances paid in the year was £334,053 (2012/13 £281,671) in accordance with the Members' Allowance Scheme as set out in Appendix 16 of the Council's Constitution.

36. Officers Remuneration

			2013/14			
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	129,911	-	-	129,911	18,806	148,717
Director of Regeneration & Development	104,133	-	-	104,133	13,725	117,858
Head of Communications & Cultural Services	78,338	-	-	78,338	11,359	89,697
Head of Strategy & Programme Management	71,810	-	-	71,810	10,412	82,222
Exec Head of Service Business Relationship Mgr.	71,810	-	-	71,810	10,412	82,222
Head of Law and Guidance +	40,502	-	11,899	52,401	6,939	59,340
	496,504	**-**	**11,899**	**508,403**	**71,653**	**580,056**

+ Head of Law and Guidance – Left Norwich City Council in January 2014 due to redundancy

			2012/13			
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	130,066	-		130,066	18,806	148,872
Deputy Chief Executive	32,825	-	115,819	148,644	4,760	153,404
Director of Regeneration & Development *	94,919	-		94,919	13,725	108,644
Head of Communications & Cultural Services	78,338	-		78,338	11,359	89,697
Chief Finance Officer	23,820	-	54,536	78,356	2,961	81,317
Head of Strategy & Programme Management	67,354	-		67,354	9,766	77,120
Exec Head of Service Business Relationship Mgr.	40,158	-		40,158	5,798	45,956
Guidance	47,003	-		47,003	9,385	56,388
	514,483	**-**	**170,355**	**684,838**	**76,560**	**761,398**

* Deputy Chief Executive – Left Norwich City Council 05/08/12 due to redundancy

** Head of Finance - Left Norwich City Council 04/07/12 due to redundancy

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		2013/14	2012/13
£50,000 to £54,999		6	5
£55,000 to £59,999		1	2
£60,000 to £64,999		6	7
£65,000 to £69,999		0	2
£70,000 to £74,999		2	0
£75,000 to £79,999		1	1
£80,000 to £89,999		0	0
£90,000 to £94,999		1	1
£100,000 to £104,999		0	0
£115,000 to £119,999		0	0
£125,000 to £129,999		1	1
£155,000 to £ 159,999		0	0
		18	**19**

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:-

2013/14					
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		-	2	2	13,025
£20,001 - £40,000		-	-	-	0
£40,001 - £60,000		-	-	-	0
£60,001 - £80,000		-	-	-	0
£80,001 - £100,000		-	-	-	0
£100,001 - £150,000		-	-	-	0
Total		**0**	**2**	**2**	**13,025**

2012/13					
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			2	2	15,818
£20,001 - £40,000			2	2	45,864
£40,001 - £60,000			1	1	54,536
£60,001 - £80,000					
£80,001 - £100,000					
£100,001 - £150,000			1	1	115,819
Total		**0**	**6**	**6**	**232,037**

37. 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 2013/14 and 2012/13 the following fees were payable by the Council to our external auditors.

	2013/14		2012/13
	£000		£000
			restated
Fees payable to the Audit Commission with regard to external audit services carried out by the appointed auditor	106		148
Fees payable to the Audit Commission in respect of statutory inspection	-		-
Fees payable to the Audit Commission for the certification of grant claims & returns	50		50
Fee payable to the Audit Commission in respect of other services provided	12		-
Total	**168**		**198**
Rebate on scale fees	-		(24)
Net Cost	**168**		**174**

The fees for other services payable in 2013/14 relate to the auditor's consideration of correspondence from the public and formal objections, and is charged in addition to the scale fee.

38. Grants Income

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2013/14:

	2013/14	2012/13
	£000	£000
Credited to Taxation & Non-Specific Grant Income		
NNDR Dedistribution	-	(11,245)
Revenue Support Grant	(7,861)	(218)
Local Strategic Partnership - Second Homes	(84)	(67)
Local Services Support Grant	-	(337)
New Homes Bonus	(1,658)	(1,093)
Council Tax Freeze	-	(232)
NNDR Administration Grant	-	(270)
Small Business Rate Relief Grant	(564)	-
Other Grants (Non Capital)	(393)	(135)
Sub-Total inc NNDR (GGNS flag)	**(10,560)**	**(2,352)**
Capital Grants & Contributions		
DfT Cycle Ambition Grant	(1,112)	-
Home and Communities Agency	(248)	(25)
Community Infrastructure Levy	(71)	-
St Andrews MSCP Settlement	(1,100)	
Capital Grant Income (from Government bodies)	(1,178)	(535)
Capital Grants & contribution income (from non Government)	(907)	(861)
Sub Total	**(4,616)**	**(1,421)**
Capital Grants & Contributions(REFCUS expenditure)		
Sustrans	(32)	(255)
Capital Grants & contribution income (from non Government)	(29)	(39)
Sub Total	**(61)**	**(294)**
Donated Assets	(306)	-
Sub Total	**(306)**	**-**
Total	**(15,543)**	**(15,312)**
Credited to Services		
Rent Allowance Subsidy	(28,481)	(27,973)
Rent Rebate Subsidy	(36,654)	(36,408)
Discretionary Housing Payments	(222)	(39)
Council Tax Benefit	72	(15,039)
HRA Self Financing	-	-
Housing Benefit Administration Grant	(1,294)	(1,419)
Norwich Connect PFI Income	(1,429)	(1,429)
Improvement East	-	-
Home and Communities Agency	(84)	(232)
New Deal for Communities	-	2
BLF	(99)	(107)
Supporting People	(567)	
Other Revenue Grants & Contributions (from Government)	(404)	(648)
Other Non Govt revenue grants and contributions	(19)	253
Sub Total	**(69,181)**	**(83,039)**

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:

Home and Communities Agency Capital Grant		(1,648)	(574)
Disabled Facilities Grant		-	(70)
Developers Contributions (S.106)		(592)	(415)
Total		**(2,240)**	**(1,059)**
Grants Receipts in Advance (Revenue Grants)			
Home and Communities Agency		(119)	(86)
Other Government Grants & Contributions		(632)	(42)
Other Non Government Grants & Contributions		(260)	(184)
LEGI Re Guildhall		(50)	(50)
SALIX		(43)	(57)
Developers Contributions (S.106)		(170)	(155)
Total		**(1,274)**	**(574)**
LONG TERM LIABILITIES			
Grants Receipts in Advance (Capital Grants)			
Home and Communities Agency		-	(1,429)
Other Government Grants & Contributions		(28)	(120)
Developers Contributions (S.106)		(413)	(760)
Other Non-Government Grants & Contributions		(52)	(5)
Disabled Facilities Grant		-	-
Total		**(493)**	**(2,314)**
Grants Receipts in Advance (Revenue Grants)			
Local Enterprise Growth Initiative re Guildhall		(350)	(400)
SALIX		(70)	(48)
Developers Contributions (S.106)		(1,951)	(2,048)
Total		**(2,371)**	**(2,496)**

39. Capital Expenditure & Capital Financing

	2013/14	2012/13
	£000	£000
Opening Capital Financing Requirement 1st April (restated)	237,864	237,737
Property, Plant & Equipment	27,866	26,859
Assets under Construction	2,493	2,407
Investment Property	732	195
Assets Held for Sale	-	-
Heritage Assets	26	23
Housing Revenue Self Financing	-	-
Intangible Assets	221	244
Decent Home Loans granted net of repaid	-	(6)
Local Authority Mortgage Scheme	1,000	-
Revenue Expenditure Funded from Capital Under Statute	1,748	1,042
	271,950	**268,501**
Sources of Finance		
Capital Receipts	(3,542)	(4,031)
Government Grants & Other Contributions	(2,724)	(2,083)
Housing Revenue Account Major Repairs Allowance	(11,896)	(23,553)
Revenue Contributions & Minimum Revenue Provision *	(17,028)	(970)
	236,760	**237,864**
Increase in underlying need to borrow (supported by government fin assistence)	-	-
Increase (decrease) in underlying need to borrow (unsupported by government fin assistence)	(1,105)	127
Assets acquired under finance leases		
Assets acquired under PFI/PPP contracts		
Increase (decrease) in Capital financing Requirement	(1,105)	**127**

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 2013/14 is £1,052m (2012/13 £1.026m) and this represents a provision against the Council's underlying debt that has been acquired to finance capital expenditure.

40. 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-14		31-Mar-13	
	Vehicles, Plant & Equipment	Land & Buildings	Vehicles, Plant & Equipment	Land & Buildings
	£000	£000	£000	£000
Future Rental Liabilities				
Not later than one year	163	1,712	131	1,581
Later than one year & not later than five years	296	2,432	210	2,297
Total	**459**	**4,144**	**341**	**3,878**

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 £2,411,298 (2012/13: £2,386,452)

			2013/14	2012/13
			£000	£000
Minimum lease payments				
Contingent Rents				
Sublease payments receivable			2,322	2,288
Total			**2,322**	**2,288**

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 £1,205,395 (2012/2013 £1,298,115)

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.

	2013/14	2012/13
Finance Lease Liabilities	£000	£000
Current	76	72
Non-Current	1,355	1,430
Financing Costs payable in future years	829	919
Minimum Lease Payments	**2,260**	**2,421**

The future minimum lease payments payable under non-cancellable leases in future years are:

	2013/14	2012/13
	£000	£000
Future Rental Liabilities		
No later than one year	161	161
Later than one year & not later than 5 years	646	646
Over 5 years	1,291	1,452
Total	**2,098**	**2,259**

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:

	2013/14	2012/13
	£000	£000
Tenants Future Rental Liabilities		
Not later than one year	3,367	3,201
Later than one year & not later than five years	11,028	10,620
Over five years	66,255	71,826
Total	**80,650**	**85,647**

In addition to the above, there are 145 (2012/13 186) properties where the rent is in perpetuity that amounts annually to £223,167 (2012/13 £243,737) per annum.

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 leases out twenty one properties on a finance lease.

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

	2013/14	2012/13
	£000	£000
Finance lease debtor (net present value of minimum lease payments):		
Current	29	17
Non-current	1,333	1,339
Unearned finance income	2,263	2,316
Unguaranteed residual value of property	112	112
Gross investment in the leases	**3,737**	**3,784**

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-14	31-Mar-13	31-Mar-14	31-Mar-13
	£000	£000	£000	£000
Future Rental Liabilities				
Not later then one year	51	46	20	18
Later than one year & not later than five years	238	233	82	79
Later than five years	3,449	3,505	1,509	1,571
Total	**3,738**	**3,784**	**1,611**	**1,668**

41. Impairment Losses

During the year the Council carried out adaptations at a cost of £1,052,557 (2012/13 £672,984) to a number of council dwellings under Disabled Facilities legislation. No individual adaptation was significant in value. As advised by our valuer these adaptations added no value to the dwellings, therefore this expenditure was impaired as shown in note 12 (combined with the impairments detailed below).

The Council carried out works to the bin stores for the council dwellings of £681,945 (2012/13 £949,581). As advised by our valuer these works added no value to the dwellings, therefore this expenditure was impaired as shown in note 12 (combined with the impairments detailed below and above).

The Council also impaired the cost of works to flats within blocks for which the lease has been sold £439,710, lift installations £145,226, enhancement to HRA estates £257,380, District Heating schemes £90,072, work benefitting dwellings subsequently sold or the area surrounding dwellings sold under Right to Buy legislation £8,041.

The Council has impaired a number of surplus assets in Argyle Street and Morley Street to nil value as a decision has been taken to demolish the buildings due to adverse ground conditions. The value of this is £410,865 (2012/13 £34,300).

42. Termination Benefits

The Council terminated the contracts of a number of employees in 2013/14, incurring liabilities of £13,025 (2012/13 £232,037). This was payable to 2 (6 in 2012/13) officers who were made redundant as part of the Council’s rationalisation of the Service and includes amounts payable in respect of early retirement to the pension fund.

43. Other Long Term Liabilities

The Council has other long term liabilities as detailed in the table below

	2013/14	2012/13
	£000	£000
Pension Fund Liability	134,895	136,209
Other	27	21
	134,922	136,230

44. 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 (ie 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.

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:

	2013/14	2012/13
	£000	£000
Comprehensive Income & Expenditure Statement		
Cost of Services		
Current service cost	4,298	3,017
(Gain)/loss from settlements	84	104
Past service cost	-	-
Financing and Investment Income and expenditure		
Net Interest expense	6,088	3,901
Total Post-employment Benefits Charged to the Surplus or Deficit on the Provision of Services	**10,470**	**7,022**
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)	17,236	-
Actuarial (Gains) and Losses arising on changes in demographic assumptions	6,180	38,700
Actuarial (Gains) and Losses arising on changes in financial assumptions	(3,647)	(17,390)
Other experience	(25,471)	-
Total Post-employment Benefits Charged to the Comprehensive Income and Expenditure Statement	**4,768**	**28,332**
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	(10,470)	(7,022)
Employers' contributions payable to the scheme	**6,081**	**8,267**

The cumulative amount of actuarial gains and losses recognised in the Comprehensive Income and Expenditure Statement to the 31 March 2014 is a loss of £118.503m (31 March 2013 loss of £121.205m)

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:

	2013/14	2012/13
	£000	£000
Present Value of defined benefit obligation	(371,991)	(386,236)
Fair Value of plan assets	237,076	250,029
Net Liability arising from defined benefit obligation	**(134,915)**	**(136,207)**

Reconciliation of present value of the scheme liabilities:		2013/14 £000		2012/13 £000
At 1 April		(386,236)		(339,086)
Current service Cost		(4,298)		(3,017)
Interest Cost		(17,180)		(16,095)
Contributions by Members		(1,215)		(1,090)
Remeasurement (gains)/Losses				
- actuarial gains/losses arising from changes in demographic assumptions		(6,180)		-
- actuarial gains/losses arising from changes infinancial assumptions		3,647		(38,957)
- other		25,471		257
Benefits Paid		14,084		11,856
Losses/(Gains) on curtailments		(84)		(104)
Liabilities Extinguished on Settlements				
Liabilities Assumed in a Business Combination		-		-
At 31 March		**(371,991)**		**(386,236)**

Reconciliation of fair value of the scheme assets		2013/14 £000		2012/13 £000
At 1 April		250,029		222,941
Interest Income		11,092		12,194
Remeasurement Gain/(loss) the return on plan assets excluding amount included in net interest expense		(17,236)		17,390
Employer Contributions		4,854		7,066
Contributions by Members		1,215		1,090
Contributions in respect of unfunded benefits		1,206		1,204
Benefits Paid		(12,878)		(10,652)
Unfunded benefits paid		(1,206)		(1,204)
At 31 March		**237,076**		**250,029**

Local Government Pension Scheme assets comprised:

	2013/14				2012/13			
	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		6,080	6,080	2.6%		5,399	5,399	2.2%
Equity Instruments								
by industry type								
Consumer	14,403		14,403	6.1%	15,187		15,187	6.1%
Manufacturing	13,210		13,210	5.6%	12,001		12,001	4.8%
Energy and Utilities	7,370		7,370	3.1%	8,842		8,842	3.5%
Financial institutions	14,767		14,767	6.2%	15,480		15,480	6.2%
Healtrh and care	6,737		6,737	2.8%	6,589		6,589	2.6%
Information Technology	4,240		4,240	1.8%	4,759		4,759	1.9%
Other	10,527		10,527	4.4%	12,103		12,103	4.8%
Sub-total Equity Instruments	**71,253**		**71,253**		**74,961**		**74,961**	
Private equity		16,310	16,310	6.9%		18,286	18,286	7.3%
Bonds								
by sector								
Corporate	9,908		9,908	4.2%	11,232		11,232	4.5%
Other	837		837	0.4%	756		756	0.3%
Sub-total Bonds	**10,745**		**10,745**		**11,988**		**11,988**	
Property								
by geographical location								
UK property		23,625	23,625	10.0%		23,775	23,775	9.5%
Overseas property		3,516	3,516	1.5%		4,074	4,074	1.6%
Sub-total Property		27,140	27,140			27,849	27,849	
Investment Funds & Unit Trusts								
Equities	68,569		68,569	28.9%	75,187		75,187	30.1%
Bonds	36,877		36,877	15.6%	36,524		36,524	14.6%
Sub-total Investment Funds & Unit Trusts	**105,447**	**-**	**105,447**		**111,711**	**-**	**111,711**	
Derivatives								
Other	103		103	0.0%	(165)		(165)	-0.1%
Total Assets	**187,547**	**49,530**	**237,077**		**198,494**	**51,534**	**250,029**	

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 2013.

The principle assumptions used in their calculations have been:

Mortality Assumptions:	2013/14	2012/13
Longevity at 65 for current pensioners		
Men	22.1yrs	21.2yrs
Women	24.3yrs	23.4yrs
Longevity at 65 for future pensioners		
Men	24.5yrs	23.6yrs
Women	26.9yrs	25.8yrs
Rate of inflation	2.60%	2.80%
Rate of increase in salaries	3.40%	5.10%
Rate of increase in pensions	2.60%	2.80%
Rate for discounting scheme liabilities	4.10%	5.10%
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, ie 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
Longevity (increase of 1 year)	11,160
Rate of increase in salaries (increase by 0.5%)	5,620
Rate of increase in pensions (increase by 0.5%)	25,205
Rate for discounting scheme liabilities (decrease by 0.5%)	30,877

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 20years. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2016.

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 2015 is £4.641m

The weighted average duration of the defined benefit obligation for scheme members is 23.9 years, 2013/14.

45. Contingent Assets and Liabilities

Contingent Liabilities

National Non-domestic Business Rates
The Council has included a provision of £346,329 for NNDR appeals outstanding at 31 March 2014 (as detailed in note 25). However businesses can still appeal against their Rateable Value on the 2010 Rating List until 31 March 2017, meaning there are a number of future financial years where the cost of successful appeals could impact on the financial statements of the Council. As the number and level of these future appeals cannot be estimated with any certainty, no further provision has been made in the accounts for these potential future appeals.

Insurance
Municipal Mutual Insurance Limited (MMI) an amount of £0.119m has been included in the accounts, within earmarked reserves, to cover known liabilities following the announcement on 13 November 2012, that the MMI Scheme of Arrangement has now been triggered (see note 8). This amount is based on the balance of the 15% levy following an interim payment made during 2013/14. It is possible that further levy's may be made by MMI in the future, the position will be reviewed at a regular basis to determine whether further funds should be earmarked.

Contingent Assets

VAT
HM Revenue and Customs (HMRC) v Isle of Wight and others
The above case has been appealed again following a judgement in October 2012. No final determination has yet been made as to whether the VAT liability for the provision of off-street car parking by local authorities should be VAT standard rated or classed as 'non-business' (and hence outside the scope of VAT). The Council has submitted, based on the possible final outcome of the case, claims for the repayment of £6.55m of VAT (net of fees) paid over to HMRC in relation to off-street car parking since the start of VAT in April 1973. As at 31 March 2014 this claim remained outstanding pending the outcome of a further VAT tribunal (with the date to be confirmed). The result of the tribunal will not be known until the winter of 2014 at the earliest. This tribunal will be looking at the question of possible distortion of competition if the provision of off-street parking by local authorities was not subject to VAT but that provided by the private sector was.

Compound Interest
There have been a number of recent developments in relation to the ability of taxpayers to claim 'compound', as opposed to 'simple', interest on monies repaid (or to be repaid) to them by HMRC. Compound interest can far exceed that of simple interest and the Council has been advised that claims for compound interest can, potentially, go back to 1973. In view of the significant value of VAT repayment claims already made by the Council, both in relation to that still outstanding (as above) and those already repaid by HMRC under 'Fleming', the Council has engaged a PWC to submit a claim for compound interest to the High Court. It is currently unclear when these claims will be determined.

46. 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 the subjective analysis in Note 30 on reporting for resources allocation decisions. Grant receipts outstanding at 31 March 2012 are shown in Note 36, debtors are shown in Note 21 and creditors in Note 23.

Members of the council have direct control over the council's financial and operating policies. The total of members' allowances paid in 2013/14 and 2012/13 is shown in Note 33. During 2013/14, works and services to the value of £59,693 (2012/13 £42,401) were commissioned from companies in which three members had an interest. Contracts were entered into in full compliance with the council's standing orders. In addition members approved £596,795 (2012/13 £626,654) and officer working parties a further £9,440 (2012/13 £8,999) as grants to voluntary organisations in which seven 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 2013/14, grants totalling £38,696 was made to one organisation (2012/13 £44,800 to two organisations) in which a member of senior management had an interest. The member of senior management did not take part in any discussion, decision, or administration relating to the grants.

During 2013/14, works and services to the value of £700 (2012/13 £692) were commissioned from an entity in which one officer had an interest, the entity being Voluntary Norfolk (2012/13 Voluntary Norfolk £259 and Snellings £433). Contracts were entered into in full compliance with the council's standing orders.

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
III. NPS Norwich Ltd.

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. No amounts of money have been paid to or from the Legislator companies during 2013/14. £6,050,901 (2012/13 £803,000) has been spent with Norwich Norse Environmental Ltd during 2013/14 and £3,787,698 (2012/13 £970,930) has been spent with NPS Norwich Ltd. Amounts due to NPS Norwich Ltd are £244,889 and Norwich Norse Environmental Ltd are £1,538,294. Amounts due from NPS Norwich Ltd are £3,064

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 £49,725 (2012/13 £55,924). There have also been a number of transactions on behalf of the strategic partnerships with the Highways Agency, disclosed in Note 32; and the Norwich and Homes & Communities Agency Strategic Partnership, with expenditure of £202,794 (2012/13 £232,040). These partnership activities are integrated into the council's usual budget setting and management processes.

47. Heritage Assets: Five Year Summary of Transactions

	Civic Plate & Regalia	Paintings	Sculptures & Bronzes	Statues, Fountains	Buildings	Total Heritage Assets
	£000	£000	£000	£000	£000	£000
Valuation						
1 April 2009	7,407	3,398	658	-	-	11,463
Revaluations	-	-	-	2,281	549	2,830
31 March 2010	7,407	3,398	658	2,281	549	14,293
1 April 2010	7,407	3,398	658	2,281	549	14,293
Reclassifications	-	-	-	-	949	949
Additions	-	-	65	-	1,677	1,742
Depreciation	-	-	-	-	(11)	(11)
Revaluations	-	-	-	-	34	34
31 March 2011	7,407	3,398	723	2,281	3,199	17,008
1 April 2011	7,407	3,398	723	2,281	3,199	17,008
Revaluations	-	1,276	1,503	-	163	2,942
31 March 2012	7,407	4,674	2,226	2,281	3,362	19,950
1 April 2012	7,407	4,674	2,226	2,281	3,362	19,951
Revaluations	-	-	8	-	-	8
Additions	-	-	-	6	17	23
Disposals	(18)	-	-	-	-	(18)
31 March 2013	7,389	4,674	2,234	2,287	3,379	19,964
1 April 2013	7,389	4,674	2,234	2,287	3,379	19,964
Revaluations	654	-	-	-	-	654
Additions	-	-	-	-	26	23
Disposals	(2)	-	-	-	-	(18)
31 March 2014	8,041	4,674	2,234	2,287	3,405	20,623

Housing Revenue Account Income & Expenditure Statement

Expenditure			
Repairs & Maintenance		13,714	9,276
Supervision & Management		16,761	16,179
Rents, Rates, Taxes & Other Charges		6,344	6,443
Negative Subsidy payable to Secretary of State		-	8
Local Authority Housing - HRA Self Financing Debt		-	-
Depreciation & Impairment of Non-current Assets	HRA 6&7	15,672	14,475
Local Authority Housing - Revaluation loss (gain) on Dwellings		(15,068)	8,919
Debt Management Costs		66	67
Movement in Allowance for Bad Debts		306	22
Total Expenditure		37,795	55,389
Income			
Dwelling Rents		58,611	56,354
Non-dwelling Rents		2,093	2,321
Charges for Services & Facilities		3,231	3,405
Contributions towards expenditure		8,718	8,098
Total Income		72,653	70,178
Net (Income)/Cost of HRA Services included in the Comprehensive Income & Expenditure Statement		**(34,858)**	**(14,789)**
HRA services share of Corporate & Democratic Core		380	512
HRA share of the other amounts included in the whole Council Net Cost of Services but not allocated to specific services		-	-
Net (Income)/Cost of HRA Services		**(34,478)**	**(14,277)**
HRA share of operating income & expenditure included in the Comprehensive Income & Expenditure Statement			
Other Operating Expenditure		351	(2,054)
Financing & Investment Income & expenditure		9,948	9,934
Taxation & Non-Specific Grant Income		(555)	(495)
(Surplus)/deficit for the year on HRA services		**(24,734)**	**(6,892)**

Movement in Reserves Statement (Housing Revenue Account)

	2013/14	2012/13
	£000	£000
Balance at 31 March 2010	27,788	14,724
Movement in reserves during Year		
Surplus/ (deficit) on provision of services	24,734	6,892
Other Comprehensive Income & Expenditure	-	
Total Comprehensive Income & Expenditure	**24,734**	**6,892**
Adjustments between accounting basis & funding basis under regulations (note 7 main accounts)	(27,393)	6,194
Net Increase/ Decrease before Transfers to Earmarked Reserves	(2,659)	13,086
Transfers to/from Earmarked Reserves (note 8 main accounts)	1	14
Transfers between reserves	-	(37)
Other Adjustments	-	-
Increase/Decrease in Year	(2,658)	13,063
Balance at 31 March carried forward	25,130	27,787

Notes to Housing Revenue Account Income & Expenditure Statement

1. Other Operating Income

	2013/14 £000	2012/13 £000
(Gains)/Losses on the disposal of non-current assets	351	(2,054)
Total	**351**	**(2,054)**

2. Financing and Investment Income and Expenditure

	£000	£000
Interest payable and similar charges	8,663	9,077
Pension interest cost and expected return on pension assets	1,608	1,158
Interest receivable and similar income	(324)	(133)
Income & expenditure in relation to investment properties and	-	-
Income and expenditure in relation to investment properties and changes in their fair value	-	(170)
Total	**9,947**	**9,932**

3. Taxation and Non-Specific Grant Income

	£000	£000
Capital Grants and contributions	(555)	(495)
Total	**(555)**	**(495)**

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 £8,731,393 being charged to the HRA in 2013/14 (21012/13 £8,983,298).

5. HRA Council Dwellings

At 31 March 2014 there were 15,486 HRA Council dwellings, of which 987 were sheltered housing units.

	31-Mar-14	31-Mar-13
	Total	**Total**
Parlour houses	317	320
Non-parlour houses	5,381	5,448
Non-traditional houses	657	663
Bungalows	341	341
Cottage properties	244	262
Flats	6,629	6,685
Maisonettes	514	515
Flats in tower blocks	416	419
Sheltered/Good Neighbour housing units	987	987
	15,486	**15,640**
The changes in stock during the year can be summarised as follows		
Stock as at 1 April	**15,640**	**15,744**
Right to Buy sales	(145)	(90)
Other Dwelling Sales	(9)	(16)
Conversions	(1)	1
Demolitions	(2)	-
Transfer to Registered provider of Social Housing	-	-
New Dwellings in HRA	-	-
Re-purchase of former RTB Dwelling	3	1
Stock as at 31 March	**15,486**	**15,640**

6. Housing Valuation

	31-Mar-14	31-Mar-13
	£000	**£000**
		(restated)
Operational Assets:		
Council Dwellings (HRA)	626,806	605,998
Other Land & Buildings	22,952	24,073
Vehicle, Plant & Equipment	1,205	1,298
Infrastructure & Community Assets	2,197	2,197
Assets Under Construction	2,445	2,407
Surplus assets not held for sale	143	389
Investment Properties	-	1,510
Sub Total	**655,748**	**637,872**
Assets held for Sale - Non Current	-	-
Assets held for Sale - Current	392	370
Sub Total	**392**	**370**
Intangible Assets	203	254
Sub Total	**203**	**254**
Total	**656,343**	**638,496**

There is a remaining piece of housing land belonging to the General Fund whose value amounts to £0.004m (2012/131 £0.004m). This figure together with the above figure for HRA Council dwellings equate to the value for Council dwellings shown in note 12 to the Core Financial Statements £626.8m (2012/13 £606.0m).

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 61% (2012/13 61%). 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 1 April 2013 was £1,574,732,330 (1 April 2012 £1,522,469,990)

7. Major Repairs Reserve

	2013/14	2012/13
	£000	£000
Balance brought forward at 1 April	(4)	(11,173)
Depreciation charge for the year	(11,892)	(12,384)
Financing of capital expenditure for the year	11,896	23,553
Excess of depreciation over MRA	-	-
Balance for the year	**4**	**11,169**
Balance Carried forward	**-**	**(4)**

The financing of capital expenditure for the previous year relates to an overestimation of income receivable and the consequent under-use of Major Repairs Reserve to finance capital expenditure in 2012/13.

8. HRA Capital Expenditure

	2013/14	2012/13
	£000	£000
Capital Investment		
Opening Capital Financing Requirement 1st April	211,568	213,546
Operational Assets	26,323	23,806
Other Land & Buildings	-	125
Intangible Assets	-	199
Surplus Assets	19	-
Assets under Construction	2,210	2,407
Housing Revenue Self Financing	-	-
Revenue Expenditure Finaced as Capital	-	9
Appropriation from GF	(1,510)	-
Reclassification to GF	138	(1,978)
	238,748	**238,114**
Sources of Finance		
Capital Receipts	(179)	(1,171)
Government Grants & Other Contributions	(553)	(495)
Major Repairs Allowance	(11,896)	(23,553)
Revenue Contributions	(15,923)	(1,327)
	210,197	**211,568**

The opening Capital Financing Requirement (CFR) is restated due to the recognition that a cumulative error in calculation of the CFR had occurred.

9. HRA Capital Receipts

In 2013/14 total capital receipts from the disposal of HRA assets were:

	2013/14	2012/13
	£000	**£000**
Land	205	376
Council dwellings	7,914	6,288
Total	**8,119**	**6,664**

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.

From 1st April 2013 depreciation of the Council's garage stock has moved from Council dwellings to Other land & buildings.

The amount of depreciation charged for the year was £12,589k (2012/13 £12,477k)

	2013/14	2012/13
	£000	**£000**
Operational Assets		
Council dwellings	11,894	12,230
Other land & buildings	551	154
Vehicles, Plant & Equipment	93	93
Intangible Assets	51	
	12,589	**12,477**

11. Impairment & Revaluation Losses

During the year there were £3,085,796.79 of impairment costs (2012/13 £1,986,833) relating to HRA assets, which are detailed in the tables below.

	2013/14	2012/13
Impairments	£000	£000
Council Dwellings	(2,675)	(1,988)
Other Property	(411)	2
	(3,086)	**(1,986)**
Disabled Facilities adaptations not adding value	(1,053)	(673)
Lift installations not adding value	(145)	-
Upgrades to District Heating schemes not adding value	(90)	-
Enhancement of HRA estates not adding value	(257)	-
Construction of Bin Stores not adding value	(682)	-
Other additions not adding value	-	(1,028)
Impairment due to adverse ground conditions	(448)	-
Other	(411)	(286)
	(3,086)	**(1,987)**

Revaluation losses of £8,963,930 affected the Comprehensive Income and Expenditure Statement (2012/13 gain £8,918,912).

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 2014 were £3.93m (2012/13 £3.66m). The provision for doubtful debts (rents) at 31 March 2014 was £2.32m (2012/13 £1.98m). Amounts written off during the year amounted to £0.19m (2012/13 £0.27m).

The Collection Fund Revenue Account

			31-Mar-14		31-Mar-13
	Notes	Business Rates £000	Council Tax £000	Total £000	£000
INCOME					
Council Tax receivable			67,481	67,481	50,904
Business rates receivable		76,538		76,538	74,831
Council Tax benefits				-	14,953
Council Tax Reduction Scheme			(14,519)	(14,519)	-
		76,538	**52,962**	**129,500**	**140,688**
EXPENDITURE					
Precepts & Demands:					
Central Government		37,637		37,637	-
Norfolk County Council		7,527	37,184	44,711	47,057
Norfolk Police Authority			6,520	6,520	8,092
Norwich City Council		30,109	7,478	37,587	9,282
Distribution of Estimated Surplus for Previous Years:					
Central Government					-
Norfolk County Council			427	427	71
Norfolk Police Authority			73	73	12
Norwich City Council			84	84	14
Charges to Collection Fund					
Payment to National Pool				-	74,562
Costs of Collection		269		269	269
Increase/decrease in Bad Debt Provision		679	107	786	-
Increase/decrease in Provision for Appeals		866		866	-
Write Offs of uncollectable amounts		716	571	1,287	406
Allowance for impairment				-	124
		77,803	**52,444**	**130,247**	**139,889**
Collection Fund Balance b/fwd at 1 April			2,363	2,363	1,564
Surplus / (Deficit) for the year		(1,264)	518	(746)	799
Collection Fund Balance c/fwd at 31 March		**(1,264)**	**2,881**	**1,617**	**2,363**

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.

The total non-domestic rateable value at 31 March 2014 was £195,522,021 (31 March 2013 £196,768,930). The national non-domestic rate multiplier for 2013/14 was 47.1p in the £ (2012/13 45.8p in the £). The small business multiplier for eligible businesses in 2013/14 was 46.2p in the £ (2012/13 45p 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	2013/14		2012/13	
		Calculated Number of Properties in Band		Calculated Number of Properties in Band	
Up to £40,000	A	8,874.98		14,473.51	
£40,001 to £52,000	B	11,640.26		14,607.52	
£52,001 to £68,000	C	5,606.89		6,049.02	
£68,001 to £88,000	D	2,918.00		2,986.55	
£88,001 to £120,000	E	2,275.29		2,318.92	
£120,001 to £160,000	F	1,108.90		1,096.98	
£160,001 to £320,000	G	955.50		960.92	
Over £320,000	H	97.50		92.00	
		33,477.32		**42,585.42**	
Collection Rate		0.97	x	0.965	x
		32,473.00		**41,094.93**	
Contribution in Lieu (relating to Crown Properties)		0		0	
Tax Base		**32,473.00**		**41,094.93**	

In 2013/14 Council Tax Benefit was replaced by the Council Tax Reduction Scheme which is a local scheme and is included as a discount in the calculation. This results in a much lower tax base than in previous years.

The tax rate per Band D property was £1,576.13 (2012/13 £1,567.86).

3. Council Tax Contribution to Collection Fund Surpluses & Deficits

The Council Tax surplus 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.

		2013/14	2012/13
		£000	£000
Norfolk County Council		2,093	1,725
Norfolk Police Authority		367	297
Norwich City Council		421	340
Surplus Carried Forward		**2,881**	**2,362**

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.

		2013/14	2012/13
		£000	£000
Central Government		(632)	-
Norwich City Council		(506)	-
Norfolk County Council		(126)	-
Surplus /(deficit) Carried Forward		**(1,264)**	**-**

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 councils, such as Norwich, and unitary authorities.

Budget
A financial statement that expresses the council's service delivery plans in monetary terms. This normally covers the same period as the financial year but increasingly councils 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 30 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 arms 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.

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 councils, known as "upper tier" authorities and city, borough or district councils, known as "lower tier" authorities.

Published by Norwich City Council
www.norwich.gov.uk
t: 0344 980 3333 • e: info@norwich.gov.uk

If you require this document in another language or format, eg large print, audio cassette or Braille, please call 0344 980 3333 or email info@norwich.gov.uk
t: 01603 213000 • www.norwich.gov.uk

Report to	Audit committee	**Item**
	22 July 2014	8
Report of	Chief finance officer	
Subject	Annual audit and certification fees letter 2014-15	

Purpose

To receive and note the content of the external auditor's annual audit and certification fees letter, dated 29 April 2014, and the work that the external auditors propose to undertake for the 2014-15 financial year.

Recommendation

That the committee notes the content of the external auditor's annual audit fee letter dated 29 April 2014 and the work that they propose to undertake for the 2014-15 financial year.

Corporate and service priorities

The report helps to meet the corporate priority value for money services.

Financial implications

This report has no direct financial consequences.

Ward/s: All
Cabinet member: Councillor Waters, resources

Contact officers

Philippa Dransfield 01603 212562

Background documents

None

Report

1. The annual audit and certification fees letter sets out the audit and certification work that the external auditors, Ernst & Young propose to undertake for the 2014-15 financial year at Norwich City Council.

2. The fee is indicative and based on the risk based approach to audit planning as set out in the Code of Audit Practice and the work mandated by the Audit Commission for 2014-15.

3. The key members of the external audit team for the 2014-15 financial year are:

   Rob Murray, director
   David Riglar, manager

4. The annual audit and certification fees letter to the council dated 29 April 2014, is appended to this report..

Ernst & Young LLP
One Cambridge Business Park
Cambridge
CB4 0WZ

Tel: + 44 1223 394400
Fax: + 44 1223 394401
ey.com

Building a better working world

INVESTOR IN PEOPLE

APPENDIX

Laura McGillivray
Chief Executive
Norwich City Council
City Hall
St. Peter's Street
Norwich
NR2 1NH

29 April 2014

Ref: Norwich City/Fee letter 14-15

Direct line: 07770 580128

Email: RMurray@uk.ey.com

Dear Laura

Annual Audit and Certification Fees 2014/15

We are writing to confirm the audit and certification work that we propose to undertake for the 2014/15 financial year at Norwich City Council. The fee reflects the risk-based approach to audit planning set out in the Code of Audit Practice and the work mandated by the Audit Commission for 2014/15.

Indicative Audit Fee

The audit fee covers the:

- Audit of the financial statements;
- Value for money conclusion; and
- Whole of Government accounts.

For the 2014/15 financial year the Audit Commission has set the scale fee for each audited body as part of the recent 5 year procurement exercise and consequently it is not liable to increase in that period without a change in scope.

The 2014/15 scale fee is based on certain assumptions, including:

- The overall level of risk in relation to the audit of the financial statements is not significantly different from that of the prior year;
- We are able to place reliance on the work of internal audit to the maximum extent possible under auditing standards;
- The financial statements will be available to us in line with the agreed timetable;
- Working papers and records provided to us in support of the financial statements are of a good quality and are provided in line with our agreed timetable; and
- Prompt responses are provided to our draft reports.

Meeting these assumptions will help ensure the delivery of our audit at the indicative audit fee.

The indicative audit fee set out in the table below has initially been set at the scale fee level as the overall level of risk in relation to the audit of the financial statements is not significantly different from that of the prior year.

As we have not yet completed our audit for 2013/14, our audit planning process for 2014/15 will continue as the year progresses. Fees will be reviewed and updated as necessary, within the parameters of our contract with the Audit Commission.

Certification fee

The Audit Commission has set an indicative certification fee for each audited body. The indicative fee is based on the 2012/13 actual certification fees available adjusted to reflect any known schemes that no longer require auditor certification. The Audit Commission has revised the previously published 2013/14 indicative certification fee to reflect further schemes that no longer require auditor certification. We will report the final indicative fees for 2013/14 in our 2013/14 Audit Results Report.

The composite indicative fee is based on the expectation that an audited body is able to provide the auditor with complete and materially accurate claims and returns, with supporting working papers, within agreed timeframes.

The indicative certification fee for 2014/15 relates to work on grant claims and returns for the year ended 31 March 2015. We have set the certification fee at the composite indicative fee level. We will update our risk assessment after we complete 2013/14 certification work, and to reflect further changes in the Audit Commission's certification arrangements.

Summary of Fees

	Indicative fee 2014/15 £	Planned fee 2013/14 £	Proposed final fee 2012/13 £
Total Code audit fee	105,652	**105,652	*145,925
Certification of claims and returns	38,310	50,395	48,850

* Our proposed final fee for 2012/13 has been discussed with officers and is subject to the review by the Audit Commission who will determine a final scale fee which will not exceed the £145,925 above.

** Fees for the auditor's consideration of correspondence from the public and formal objections will be charged in addition to the scale fee. We have received correspondence from a member of the public which we have considered, we estimate the additional fee in relation to this work is currently £12,030. This is not included in the table above.

Any additional work that we may agree to undertake (outside of the Audit Code of Practice) will be separately negotiated and agreed with you in advance.

EY
Building a better working world

Billing

The indicative audit fee will be billed in 4 quarterly instalments of £35,990.50.

Audit Plan

Our plan for the audit of the financial statements will be issued in March 2015. This will detail the significant financial statement risks identified, planned audit procedures to respond to those risks, and any changes in fee. It will also set out the risks identified in relation to the Value for Money conclusion. Should we need to make any significant amendments to the audit fee during the course of the audit, we will discuss this in the first instance with the Chief Financial Officer and, if necessary, prepare a report outlining the reasons for the fee change for discussion with the Audit Committee.

Audit team

The key members of the audit team for the 2014/15 financial year are:

Rob Murray **Director**	RMurray@uk.ey.com	Tel: 07770 580128
David Riglar **Manager**	DRiglar@uk.ey.com	Tel: 07789 032619

We are committed to providing you with a high quality service. If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, please contact me. If you prefer an alternative route, please contact Steve Varley, our Managing Partner, 1 More London Place, London, SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, you may of course take matters up with our professional institute.

Yours faithfully

Rob Murray

Rob Murray
Director
For and on behalf of Ernst & Young LLP

cc. Caroline Ryba, Chief Financial Officer
Councillor Stephen Little, Chair of the Audit Committee

Report to	Audit committee	**Item**
	22 July 2014	9
Report of	Head of internal audit and risk management, LGSS	
Subject	Draft annual governance statement 2013-14	

Purpose

To review the effectiveness of the council's governance arrangements and approve the draft annual governance statement for 2013-14.

Recommendations

To:

(1) review the effectiveness of the council's governance arrangements;
(2) approve the draft annual governance statement for 2013-14.

Corporate and service priorities

The report helps to meet the corporate priority "Value for money services".

Financial implications

None directly.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Jonathan Idle	01604 367130
Steve Dowson	01603 212575

Background documents

None

Report

Background

1. One of the requirements in the Accounts and Audit Regulations 2011 is for the reporting of an annual governance statement (AGS) for 2013-14. The governance statement provides public assurance that the council's governance framework is adequate and effective.

2. In 2001 CIPFA and SOLACE produced a framework of good governance for use in local government. The framework recommended that local authorities review their existing governance arrangements and report annually on their effectiveness in practice.

3. The framework states that "good governance leads to good management, good performance, good stewardship of public money, good public engagement, and, ultimately, good outcomes for citizens and service users. Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with mechanisms for control and management of risk."

4. Using the principles in section three of the framework the council adopted a revised code of governance in October 2008.

5. Both the framework and the CIPFA code of practice on local authority accounting in the United Kingdom 2013-14 state that the governance statement should cover all significant corporate systems, processes and controls, including in particular those designed to ensure that:

    - the authority's policies are implemented in practice
    - high quality services are delivered efficiently and effectively
    - the authority's values and ethical standards are met
    - laws and regulations are complied with
    - required processes are adhered to
    - performance statements and other published performance information are accurate and reliable
    - human, financial and other resources are managed efficiently and effectively.

6. The draft statement and supporting evidence have already been considered by the corporate leadership team and the monitoring officer.

7. The draft annual governance statement accompanies the statement of accounts which has to be published by 30 June, but may subsequently be amended following review by the Audit Commission's appointed auditor (EY).

The annual review of the effectiveness of governance arrangements

8. The framework requires that the council should undertake regular, at least annual, reviews of its governance arrangements to ensure continuing compliance with best practice as set out in the framework. It is important that such reviews are reported on both within the council, in the council's case to corporate leadership team and audit committee, and externally with the published accounts, to provide assurance that:
    - governance arrangements are adequate and operating effectively in practice, or
    - where reviews of the arrangements have revealed gaps, action is planned that will ensure effective governance in future.

9. The Audit Commission has commented that

    "..authorities need to recognise that this is a corporate issue, affecting everyone in the organisation. It is also important to recognise that the purpose of the annual governance statement is not just to be 'compliant', but also to provide an accurate representation of the arrangements in place during the year and to highlight those areas where improvement is required. This will also demonstrate to stakeholders what those arrangements are."

The draft annual governance statement

10. The draft annual governance statement for 2013-14 is part of the unaudited statement of accounts for the year ending 31 March 2014 – as this is on today's agenda it is felt to be unnecessary duplication to also attach the draft AGS to this report.

11. **The draft AGS can be found on pages 25 to 37 of the statement of accounts** (please note this refers to page numbers in the accounts, not the agenda page numbers).

12. **Amendment**. On pages 36 and 37 of the AGS, under 'Internal audit assurance reviews', there are references to the accounts receivable draft audit report resulting in a limited assurance opinion, for which the response from management was still outstanding. A response has since been received and it is likely that the final opinion will be 'moderate assurance', in which case these references will be removed from the final version of the AGS.

13. A 'good' governance statement is an open and honest self-assessment of the council's performance across all of its activities, with a clear statement of the actions being taken or required to address any areas of concern.

14. The format and contents follow the guidance in the CIPFA/SOLACE framework and addendum. The statement also complies with the requirements of the CIPFA code of practice on local authority accounting in the United Kingdom 2013-14.

Report to	Audit committee	**Item**
	22 July 2014	
Report of	Head of internal audit and risk management, LGSS	10
Subject	Internal audit and fraud team 2013-14 – February to March update	

Purpose

To advise members of the work of internal audit between February and the end of March 2014 and progress against the 2013-14 internal audit plan, together with a summary of the work of the fraud team in 2013-14.

Recommendations

To note the:

(1) work of internal audit between February and the end of March 2014;

(2) progress against the internal audit plan;

(3) work of the fraud team in 2013-14

(4) latest position on the national fraud initiative (NFI)

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services”.

Financial implications

None.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Jonathan Idle	01604 367055
Steve Dowson	01603 212575

Background documents

None

Report

Background

1. The internal audit plan for 2013-14 was endorsed by members in March 2013.

2. This report covers the following areas:

   - audit assurance work February to end of March 2014
   - other areas of non-assurance and financial consultancy work
   - the audit plan 2013-14, showing progress against the plan
   - summary of fraud team work in 2013-14
   - the latest position on the national fraud initiative (NFI)

3. For each audit assurance review a report is presented to the relevant head of service, including recommended actions to be taken. Audits are subsequently followed up to ensure that the agreed actions have been implemented.

Audit assurance work February to March 2014

4. The following areas were reported on in the five weeks to the end of March 2014:

   - Treasury management – substantial assurance. There are good arrangements in place for cash flow management, CHAPS payments, bank account reconciliations, monitoring receipt of income due from investments, and recording transactions in the ledger. A few minor recommendations were agreed for implementation by October 2014, mainly relating to updating management practices from the CIPFA Code of Practice and the council's treasury management strategy.
   - Garden waste – this was a special investigation into transactions in sundry income relating to the garden waste (brown bin) scheme. Income for 2014-15 had been erroneously applied to historic debts without the approval of the garden waste team or the authorisation of the exchequer team leader. Details of the actions necessary to return the accounts to their correct state were included in a report and have now been completed.

5. Other assurance work which is in progress is shown in **annex 1**.

Follow ups

6. The following audits were followed up:

   - Housing voids – with one minor exception relating to an out of date link on the home options website, all the recommendations are substantially complete.

   - The Halls – most of the recommendations were substantially complete. The issue of reconciling income from the booking records through to that shown on the general ledger is still in progress; the Halls manager is working with finance to complete the necessary actions.

- Norman Centre – most of the agreed actions had not been implemented. The auditor worked with the manager to agree revised actions and deadlines, which were detailed in a follow up report issued to the leisure and sports development officer.

- Oracle financial IT system - most of the recommendations are substantially complete or revised completion dates have been agreed, with two outstanding items. First, with regard to licensing, two of the modules used by LGSS IT need attention. This is currently being pursued with Oracle following receipt of their report in November 2013. Second, the issue of audit trails needs more consideration and is currently being investigated.

- Academy housing IT system - most of the recommendations are substantially complete or revised completion dates have been agreed. The main outstanding item is the review of user access and profiles, which was delayed due to the urgent upgrades at the end of last year – expected completion is now end May.

Non-assurance work

7. The main areas of non-assurance work in the period were:

   - Initiating a review of corporate risks by senior managers and reporting the updated corporate risk register to cabinet in March (see also today's agenda).
   - Ensuring continued progress on the national fraud initiative matches from January 2013, and completing the February 2014 data upload in relation to the single person discount data matching exercise. The results have been passed to LGSS Revenues and Benefits for them to investigate.

Progress against the audit plan

8. Details of the annual audit plan for 2013-14 are at annex 1, showing progress for the year to date. Further details can be found in the head of internal audit's annual report on today's agenda.

9. To the end of March 2014, 425 days has been spent on planned audit assurance work by Norwich-based staff, plus 20 days by other LGSS auditors. Norwich staff also spent 86 days on non-assurance work and unplanned request work, including a detailed review of the garden waste scheme.

10. When the audit plan was being drafted last year, the council had just heard that the joint bid with other partners for a greater Norwich City Deal had been successful. No details were available at the time, but it was prudent to include some time for this in the internal audit plan. Subsequently, Norfolk County Council was made the accountable body, which removed the risk for the council. Following discussions with the deputy chief executive it was agreed that no internal audit review was necessary.

11. There were six days included in the plan for the Oracle upgrade/replacement project. As this project has been delayed time has been allowed for this in the 2014-15 plan.

12. Two of the ICT audits have been slipped into next year's audit plan due to the LGSS computer auditor post being vacant.

13. Because of a delay in the planned restructure of internal audit the actual resources available for the audit plan were less than estimated, primarily due to work on risk management and audit committee work. Time has been allowed in the 2014-15 plan for the remaining uncompleted audits.

Summary of fraud team work 2013-14

14. A summary of work by the fraud team for 2013-14 follows (figures in brackets are for the 2012-13 comparator):

- Number of benefit cases referred to the fraud team – 898 (641). In context, there are approximately 18,000 claiming benefit from Norwich City Council so the number of concerns about fraud is relatively low.
- Number of referred benefit cases investigated – 511 (480)
- Number of benefit sanctions and prosecutions – 40 (55), of which 23 were NCC-led. One of the main reasons for the decrease was a reduction in benefit support until quarter four and so a number of cases were held in a backlog. The benefit needs to be reassessed and, where appropriate, recalculated before the final decision can be made on further action.
- The total overpaid benefit identified through fraud team activity was £249,151 (£266,204 in 12/13), of which £163,291 was from the 40 sanction and prosecution cases.
- In addition to the above the team administered one simple caution for a council tax single person discount offence (one in 12/13) and was directly responsible for the recovery of two council dwellings as a result of investigation (seven in 12/13).

National fraud initiative (NFI) 2012-13

15. This is the main data matching exercise by the Audit Commission which occurs every two years. The results were received at the end of January 2013.

16. There are 74 reports, mainly covering benefits and housing, and a total of 2,677 matches.

17. The majority of matches relate to housing benefit. Staff in various service areas have made good progress in reviewing matches to identify any further action that needs to be taken – to date 91% of reports have been closed. The council's progress was rated as 'green' by the external auditors in their last audit results report.

18. So far the exercise has uncovered one housing fraud which led to the recovery of a council property.

19. In addition, £135,370 of housing benefit overpayments has been identified. Six cases totalling £24,556 were due to fraud, resulting in one prosecution, three administrative penalties and two official cautions. 45 cases totalling £110,814 were due to either official error (19) or customer error (26). All the overpayments are recoverable by reductions in weekly benefits.

20. Finally, a duplicate creditor payment of £2993 from 2010 was identified. Following investigations by council staff and the supplier a full refund was received.

LGSS Internal Audit - Audit Plan for Norwich City Council 2013-14			
	2013-14		
Audit Assurance Work	**Estimated Days**	**Actual to Wk 52**	**Comments/latest position**
Managed audits			
Purchasing & payments	25	3.1	Purchase cards complete. Purchasing in progress
Accounts receivable (debtors)	15		Awaiting response to report
NCC payroll	10	14.0	Draft report issued
Housing rents/arrears	20	25.0	Complete
Housing benefits	25	21.4	Draft report issued
Council tax	10	6.6	In progress
NNDR	10	5.1	In progress
Sub-total	**115**	**75.2**	
Corporate			
City Deal	20		Not reviewed - Norfolk County Council is accountable body
Treasury & cashflow management	10	15.0	Complete
General ledger	10	8.0	Complete
CIL income / arrangements	10	12.0	Complete
Oracle upgrade/replacement	6		Upgrade/replacement delayed to 2014-15
Procurement & contract management arrangements, as follows:	60		
Cash receipting replacement project		16.0	Complete. Embedded audit presence on project team
New payroll contract		3.8	Complete. Embedded audit presence on project team
Procurement guide & toolkit		0.3	Complete
Construction industry tax scheme		6.9	Complete
Contract management in NPS		9.6	Complete
Outsourcing arrangements	30		Management of joint ventures / shared services
Budgetary control	20	13.0	Complete.
Probity	10	10.1	Complete. Pool cars, fuel cards and travel & subsistence
Sub-total	**176**	**94.7**	
Business relationship management			
Asset management	20		Housing & non-housing
ICT audits:	10	8.3	Embedded assurance: presence on corporate information assurance group
Parking Gateway	10		Slip to 2014-15 due to computer auditor vacancy
Bacstel IP	10		Slip to 2014-15 due to computer auditor vacancy
Remote / mobile computing	10		)
GCSX / PSN compliance	10		) Embedded assurance - PSN & PCI compliance achieved
Sub-total	**70**	**8.3**	
Operations			
Emergency planning / resilience	10	10.1	Complete
HCA arrangements	10	11.0	Complete
HRA business plan & HIP	10		Risk also identified on p.22 of AGR for 2011-12
On-street parking / highways agency	15	0.2	Preparation
Safety of council properties	20	14.1	Complete
Sub-total	**65**	**35.4**	

Strategy, people & democracy			
Commissioning / partnerships	15	26.4	Draft report issued. Includes grants awarded under commissioning programme
Sub-total	**15**	**26.4**	
Customers, communications & culture			
Managing customer demand	10	12.2	Complete
The Halls	10	15.0	Complete
Norman Centre	10	12.0	Complete
Tourist Information Centre	10	11.3	Complete
Sub-total	**40**	**50.5**	
Non-specific			
Ad-hoc investigations	20	13.5	Contingency
To complete 2012-13 plan:	25		
Business support/customer contact teams		14.2	Complete
Anti-fraud measures		3.0	Complete
Accounts receivable		17.8	Complete
Accounts payable		3.4	Complete
Payroll		4.5	Complete
Treasury management		2.8	Complete
Housing rents		0.8	Complete
General ledger		10.3	Complete
Planning income		3.4	Complete
Business continuity management		2.1	Complete
Homelessness		3.4	Complete
Housing voids		7.2	Complete
Members allowances		2.9	Complete
Performance management		2.7	Complete
ICT audits:			
Academy (housing)		12.9	Complete
Oracle (financial)		14.6	Complete
Disaster recovery		3.7	Complete

Follow-ups:	20		
Sports facilities		1.6	
Care & repair contract		1.0	
HCA		0.4	
Starters & leavers		0.3	
Contract management procedures		0.8	
Oracle purchasing		1.2	
Council tax & NNDR		0.6	
Housing & council tax benefits		2.3	
Emergency planning		1.7	
Homeless		1.1	
Off-street parking		2.5	
Construction industry tax scheme		0.4	
Norman Centre		3.2	
The Halls		3.6	
Planning income		5.3	
Housing voids		2.8	
Others		2.7	
Sub-total	**65**	**154.7**	
Total for audit assurance work	**546**	**445.2**	
Consultancy & non-assurance work			
Corporate governance	15	21.6	Preparation of annual governance statement; corporate governance group
Fraud, incl. NFI work	34	23.0	Fraud survey. Key contact duties for NFI 2012 (matches) and 2013/14 (data upload)
Advice; other unplanned work requests	30	21.5	Contingency
Work request - review garden waste scheme		20.1	Complete
Total for non-assurance/consultancy work	**79**	**86.2**	
Total Allocated Days	**625**	**531.4**	
Original indicative resources		**Actual**	
Regional audit & risk manager	20	0	
Principal client auditor	175	120	
Client auditors x 2	400	391	
LGSS support	30	20	
	625	**531**	

Report to	Audit committee	**Item**
	22 July 2014	11
Report of	Head of internal audit and risk management, LGSS	
Subject	Annual audit report on internal audit and fraud 2013-14	

Purpose

To inform members of the head of internal audit's annual audit opinion for 2013-14 and the work of internal audit and the fraud team which supports the opinion. The report and the audit opinion within it form part of the evidence to support the council's annual governance statement 2013-14.

Recommendation

To receive the annual audit opinion and note the work of internal audit and the fraud team for 2013-14.

Corporate and service priorities

The report helps to meet the corporate priority Value for money services

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Jonathan Idle	07768 635672
Steve Dowson	01603 21 2575

Background documents

Report

Background

1. *"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"* (Public Sector Internal Audit Standards).

2. Under the Accounts and Audit Regulations 2011, the council must undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control.

3. In 2012 the relevant internal audit standard setters adopted a common set of standards across the public sector – the *Public Sector Internal Audit Standards* (PSIAS), which came into effect on 1 April 2013.

4. The standards require that the head of internal audit presents an annual report to an authority's audit committee, which in practice is timed to support the council's annual governance statement.

5. 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.

6. Internal audit work is carried out to fulfil the audit plan, endorsed by the committee at its meeting on 19 March 2013. The audit 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 therefore seeks to give assurance that the risks identified in the registers and within the systems risk matrix are mitigated by a sound system of internal control.

7. This report provides members of the audit committee with:
   - the head of internal audit opinion for 2013-14;
   - an overview of the council's risk exposure and its overall system of internal control;
   - the work undertaken by internal audit in 2013-14;
   - review the outcomes from key internal audit reports;
   - an overview of the performance of internal audit;
   - the work of the fraud team in 2013-14.

INTERNAL AUDIT REPORT FOR 2013-14

Head of Internal Audit Opinion

8. This report gives a summary of the work carried out by internal audit in the financial year 2013-14 and the results of that work. From the work undertaken during the year, my overall opinion on the Council's system of internal control is that:

> Substantial assurance can be given that there is generally a sound system of internal control, designed to meet the council's objectives and that controls are generally being applied consistently. The level of assurance, therefore, has improved from 2012-13 where "adequate" (moderate) assurance was assigned.
>
> Controls relating to key financial systems were concluded to be generally at a "Substantial" level.

9. The basis for my opinion is derived from an assessment of the range of individual opinions arising from assignments, contained within the internal audit risk-based plan that have been undertaken throughout the year. This assessment has taken account of the relative materiality of these areas and management's progress in respect of addressing control weaknesses. A summary of audit opinions is shown in the following table:

Table 1 – Summary of Audit Opinions 2013 - 14

Category	Full	Substantial	Moderate	Limited	No
Financial systems	2	5	0	0	0
Other audits	0	10	5*	1*	1
Total	**2**	**15**	**5**	**1**	**1**
Summary (with 12-13 comparison)	**8% (4%)**	**63% (21%)**	**21% (59%)**	**4% (8%)**	**4% (8%)**

***** Refers to 2012-13 audits finalised in 2013-14

Review of Audit Coverage

Audit Opinion on Individual Audits

10. The committee is reminded that the following assurance opinions can be assigned for an audit:

Table 2 – Assurance Categories

Level of Assurance	Definition
Full Assurance	There is a sound system of control designed to address the relevant risks with controls being consistently applied.
Substantial Assurance	There is a sound system of control, designed to address the relevant risks, but there is evidence of non-compliance with some of the controls.
Moderate Assurance	Whilst there is a basically a sound system of control, designed to address the relevant risks, there are weaknesses in the system, that leave some risks not addressed and there is evidence of non-compliance with some of the controls.
Limited Assurance	The system of control is weak and there is evidence of non-compliance with the controls that do exist which may result in the relevant risks not being managed.
No Assurance	There is no system of internal control. Risks are not being managed.

11. Audit reports issued in 2013 -14, other than those relating to investigations, projects or probity (transactions) reviews, include one of the above audit opinions. Embedded assurance applies to projects / audits where auditors attended project boards or other working groups. Unless otherwise stated, all individual reports represented in this annual report are final reports and have been agreed with management, together with the accompanying action plans.

Audit assurance work

The status of 2013-14 audits is shown in Table 3 below:

Table 3 – Reports Issued 2013-14

Status	Number
2013-14 Final reports / embedded assurances completed to date	30*
Substantially complete, including at draft stage	3

* Includes 2012-13 reports finalised during 2013-14

12. Table 4 below details the assurance levels, or other description where an assurance opinion was not appropriate, of all audits undertaken in 2013-14.

Table 4 – Summary of Audit Opinions 2013-14

Service / Audit	Audit Opinion / Description
Financial systems	
Purchase cards	Substantial
Payroll	Substantial
Housing rents	Full
Housing benefits	Substantial
Treasury and cash flow management	Substantial
General ledger – journals & departmental transfers	Substantial
Budgetary control	Full
Accounts Receivable	Moderate
Corporate	
Community infrastructure levy - income arrangements	Substantial
Cash receipting replacement project	Embedded assurance
New payroll contract	Embedded assurance
Procurement guide and toolkit	Embedded assurance
Construction industry tax scheme	Substantial
Contract management in NPS	Substantial
Probity – pool cars, fuel cards, travel & subsistence	Improvements required
Business relationship management	
Remote/mobile working	Embedded assurance
GCSX/PSN compliance	Embedded assurance
Operations	
Emergency planning	Substantial
Homes & Communities Agency (HCA) arrangements	Substantial
Safety of council properties	Substantial
Garden waste scheme	No
Customers, communications and culture	
Managing customer demand	Substantial
The Halls	Substantial
Norman Centre	Substantial
Tourist Information Centre	Substantial

13. Outlined below is a summary of the audits that have been finalised during the year, including those from 2012-13, where an assurance opinion of moderate or lower has been given. These represent a summary of the findings for audits leading to:

- Red rated recommendations (action that is considered imperative to ensure that the council is not exposed to high risks); and / or
- Amber rated recommendations (action that is considered necessary to avoid exposing the council to significant risks).

14. The committee should note that the majority of these issues have previously been reported as part of the defined cycle of update reports provided to the audit committee. The purpose of this section of the report is to give assurance to the committee as to the effective progress being made to address the weaknesses identified within the individual reports.

Customer contact (general processes) – moderate assurance

15. The council has a customer contact centre based in the old cashiers area of City Hall, supported by three back office teams and the business support team. For general processes, which include cash income, there was assurance over the handling of cash, reconciliations and security measures, plus robust procedures for dealing with penalty charge notices and parking dispensations.

    Three issues required recommendations. There are two separate lists of cash receipting system users, but they did not match; there was occasional hand receipting of cash or cheques outside of the secure area; and one reconciliation carried out in systems support was more appropriate for finance to carry out.

    The seven recommendations due by March 2014 have all been implemented

Academy housing IT system – moderate assurance

16. There are good arrangements in place over secure hosting of the servers, a formal access request system, backup procedures, a change management system, and test environment. There was sound documentation around proposed changes by Capita, routine operational tasks in IT, and completion of work requests. 12 recommendations relating to documentation updates, access controls, program change management and the reporting of system problems were agreed and were implemented by February 2014. The implementation of one recommendation relating to the review of user access and profiles was delayed but was completed in May 2014.

Oracle financial IT system – moderate assurance

17. There are good arrangements in place over secure hosting of the servers, a formal change management system, backup procedures and interface documentation. There were good documents around changes to the financials application, receipt of information regarding leavers, completion of work requests and daily checks performed in LGSS. 11 recommendations relating to licensing, documentation updates and password standards were agreed and were implemented by December 2013. However, one recommendation regarding audit trails requires further consideration due to the potential impact on system resources. This is currently being investigated in conjunction with LGSS IT. A further recommendation regarding licences is partly complete, but is dependent on receiving further information from Oracle before being fully complete.

IT disaster recovery – moderate assurance

18. There are sound arrangements in place over regular exercises including IT disaster recovery (DR) testing and a recent telephony continuity exercise, provision of third party support services to assist in recovery of specific systems, the existence of an offsite facility in which some DR documentation was located and regular data backups. 11 actions were agreed relating to formalising DR and resilience arrangements between the council and LGSS, risk assessments and systems inventory, links between the corporate business continuity plan and IT DR plan, and measuring and communicating the results of testing the DR plan. Some of the actions are complete, whilst others are being addressed in conjunction with the ongoing work on business continuity management. The project to redesign the primary DR site to accommodate additional server space was due for completion in spring 2014, but has been delayed; therefore the audit follow up will be carried out in the next quarter.

Business continuity management

19. This review involved completing a scorecard to assess the level to which the council complies with BS25999-1 and best practice in business continuity management. This included work on business continuity plans, exercises and incidents, business impact analysis and resources. The review concluded that the council had scored 63% overall against the scorecard, and 17 recommendations were agreed in relation to improvements against specific areas. These have all been covered by the council's new business continuity management policy and framework, which was approved by cabinet on 25 June 2014. This will be an ongoing project, which has already commenced, with the first meeting of the business continuity steering group on 22 June 2014.

Customer contact – permit parking & controlled stationery – limited assurance

20. The review found that parking permits and other controlled stationery are held securely, but controls over issuing were weak. The main problem is that Civica, the customer contact system, is used to issue permits, but it does not have sufficient controls to prevent the issue of permits to residents who are not eligible. Also, no monitoring or reconciliations were in place. A business case has been agreed to implement the Permit Gateway Citizen system, which will address these issues, but this needs Parking Gateway Citizen to be implemented first (planned for November 2014). A stock check of permits and other stationery controlled by the customer contact team identified discrepancies which had not been investigated. 13 recommendations were made, including transferring the responsibility for stock control to the business support team. With the exception of implementing Permit Gateway Citizen all are now complete.

Accounts receivable

21. It has previously been reported that a draft report on accounts receivable resulted in a limited assurance opinion and the management response had been delayed. A response has now been received and it is likely that the final opinion will be 'moderate assurance'.

IT audit

22. In addition to the reviews referred to in paragraphs 16-18, assurances were provided in a number of areas as set out below.

23. The audit manager sits on the corporate information assurance group, which monitored progress to comply with public sector network (PSN) and payment card industry (PCI) compliance, both of which have now been achieved. The group also reviews network issues, data protection, information risk and assurance, security breaches, and information management.

24. A member of the audit team was also on the project group which successfully introduced the new ICON cash receipting system in November 2013.

Special reviews

25. During 2013-14, internal audit has continued to be responsive to requests for support from managers in the completion of unplanned reviews and special investigations. The time required to complete these reviews has been accommodated in the plan by the time set aside for special investigations and the contingency element.

26. Internal audit was not involved in any major investigations during the year. There were a small number of low-level data breaches which were reviewed by the executive head of business relationship management (as the council's senior information risk officer) and audit manager, in accordance with the council's incident response plan. No cases led to any disciplinary action, but several actions were put in place to reduce the risk of recurrence.

27. Garden waste scheme (brown bins) – no assurance. This review was requested by the head of citywide services because of concerns related to procedures and an apparent discrepancy between bins paid for to those emptied. Although there were some areas of good practice, there were control weaknesses across most areas. Nine recommendations were agreed by the head of citywide services, which were implemented in time for the main billing run in February 2014.

Follow ups

28. Internal audit reviews are followed up to ensure that recommendations have been implemented; the results of each follow up are reported to audit committee. A summary of the status of significant recommendations from audits followed up in 2013-14 is summarised in Table 5 below:

Table 5: Implementation of Audit Recommendations 2013-14

	Red		Amber	
Audit Title	**Complete**	**Incomplete**	**Complete**	**Incomplete**
Housing voids			1	
The Halls				1*
Norman Centre				1
Oracle financial IT system				
Academy housing IT system				
Emergency planning				3*
Off-street parking	1		1	
Housing benefits			4	1*
Homelessness			4	
Homes & Communities Agency			1	
Starters and leavers			5	
Contract management in citywide services	6		2	
Oracle purchasing	5		7	
Council tax			5	1
NNDR				2
Sports facilities			5	1
Care & repair			5	
TOTALS	**12**	**0**	**40**	**3**

* Partially complete at the time of the follow up

Other areas of non-assurance work

29. Other areas of non-assurance and consultancy work which were carried out in 2013-14 are as follows:

- National fraud initiative (see below). The audit manager (Norwich) is the key contact for each year's data matching exercises, and ensured that all data was correctly submitted and co-ordinated the proper investigation of the subsequent matches.
- Prepared the annual governance statement and supporting evidence in conjunction with heads of service.
- Completed the Audit Commission's annual fraud survey.
- Maintained the corporate risk register in conjunction with heads of service and reported to cabinet and audit committee
- Updated the council's risk management policy and risk management strategy

National Fraud Initiative (NFI) 2012-13

30. This is the main data matching exercise by the Audit Commission which occurs every two years, the results for which were received at the end of January 2013.

31. There were 74 reports, mainly covering benefits and housing, and a total of 2,677 matches, of which the Audit Commission recommended 560 as a priority for investigation.

32. The majority of matches relate to housing benefit. Staff in various service areas have made good progress in reviewing matches to identify any further action that needs to be taken – to date 91% of reports have been closed. The council's progress was rated as 'green' by the external auditors.

33. So far the exercise has uncovered one housing fraud which led to the recovery of a council property.

34. In addition, £135,370 of housing benefit overpayments has been identified. Six cases totalling £24,556 were due to fraud, resulting in one prosecution, three administrative penalties and two official cautions. 45 cases totalling £110,814 were due to either official error (19) or customer error (26). All the overpayments are recoverable by reductions in weekly benefits.

35. Finally, a duplicate creditor payment of £2993 from 2010 was identified. Following investigations by the audit manager and other council staff a full refund was received.

National Fraud Initiative (NFI) 2013-14

36. This is the council tax single person discount exercise which occurs in alternate years to the main NFI exercise (see above), but will be annually in future.

37. The results were made available in March 2014 and the 1870 matches were passed to the revenues & benefits operations manager to consider options for investigating; there is no assumption of fraud just because a match appears in the results.

Performance indicators

38. The following shows the key performance indicators in the service specification with Norwich and the results for 2013-14:

    - Internal audit plan to be endorsed by CLT and audit committee by 30th June each year: The plan for 2013-14 was endorsed in March 2013 (the plan for 2012-13 was endorsed by audit committee in March 2012).
    - % of internal audit plan delivered – target 100%. Actual 77%, excluding two IT audits - there was a principal auditor vacancy from April 2013 (2012-13 91%).

      One planned audit (City Deal) was cancelled as it was confirmed that it was not the council's responsibility; and the Oracle upgrade/replacement was delayed until 2014-15. Three audits were substantially complete when the auditors retired – these will be finalised imminently.

      The original audit plan was based on the planned restructure of the internal audit and risk service being in place from April 2013; however, this has been delayed until 2014-15, with the result that the planned resource available during 2013-14 was less than anticipated.

Actions are being taken to address the under-delivery of the audit plan and revised internal performance management arrangements will be introduced.

- % of productive time achieved by the division against the total resource days available – target 85%. Productive time was 83% (2012-13 was 82%).

  Although slightly below target there was an improvement on the previous year. Further improvement will be sought under the revised performance management arrangements.

  Productivity is classified as time spent working on auditing as opposed to non-audit time, which includes overheads such as administration and training.

- Draft IA reports issued within 15 days of receipt of agreed management comments: 100% (2012-13 100%).
- Final reports issued within 10 days of receipt of management comments: 100% (2012-13 100%).
- Progress reports to audit committee 6 monthly - achieved. Progress reports are presented to every audit committee, which usually meets four to five times a year (same in 2012-13).
- Although not part of the service specification, the audit manager has an appraisal target to achieve an average score of four out of five for post-audit feedback questionnaires (introduced in July 2013). The average score achieved was 4.9.

Professional Standards

39. Public Sector Internal Audit Standards (PSIAS) were adopted by the Chartered Institute of Public Finance and Accountancy (CIPFA) from April 2013. The standards are intended to promote further improvement in the professionalism, quality, consistency and effectiveness of Internal Audit across the public sector.

40. The objectives of the PSIAS are to:

- Define the nature of internal auditing within the UK public sector;
- Set basic principles for carrying out internal audit in the UK public sector;
- Establish a framework for providing internal audit services, which add value to the organisation, leading to improved organisational processes and operations;
- Establish the basis for the evaluation of internal audit performance and to drive improvement planning.

41. A self-assessment against the Standards concluded that Internal Audit is broadly compliant. Further details will be presented to the committee with an accompanying Audit Charter at the September meeting.

Fraud team and counter fraud activity 2013-14

42. The majority of the team's activities for 2013-14 continued to be related to benefit fraud investigations. However, 2014-15 will be the last year for reporting benefit fraud cases as, from April 2015, this work will be undertaken by the Department for Work and Pensions (DWP) and it is not yet known what impact this will have on staffing levels. There remains a number of fraud concerns outside of benefits, including council tax, business rates, housing (application, tenancy and succession), procurement and internal.

Continuing counter fraud initiatives

43. The visiting officer attached to the home options team carried-out 81 visits on behalf of the fraud team last year and continues to be an extremely useful resource. As well as conducting visits for the fraud team, he has also raised a number of concerns that have been passed on to other council departments and external government agencies. His vigilance has led to a reduction in the number of people on the council waiting list, by way of verification visits.

Liaison and joint working

44. The team continues to work and liaise with the DWP fraud and compliance teams on a regular basis. This includes invitation to joint-working, evidence gathering, interview and further action (i.e. prosecution). Joint-working led to just under 45% of the team's successful outcomes, which is consistent with previous years.

45. As well as the DWP, the team works with other government departments to tackle fraud and share concerns. These include the police, other councils, UK Border Agency and the Security Industry Authority. In the past year, the fraud team leader has been working closely with investigation staff from HM Revenue and Customs to identify better ways to share information and this includes attendance at a quarterly Police/HMRC liaison meeting.

Training

46. One member of the team is also trained as an accredited financial investigator under the Proceeds of Crime Act 2002. In the past year he has given awareness sessions to investigation officers and senior staff both internally and at other local councils.

47. Annual fraud awareness sessions were held with a number of front-line and back-of-house staff to make them aware of what the team investigates and how they can assist by raising concerns. A number of individuals followed this up by attending one-to-one sessions with the team leader to gain a better understanding of how the team operates and helping them make better quality referrals.

48. The fraud officers attended a training course on the disclosure rules under the Criminal Procedures and Investigations Act 1996, as there were some key amendments relating to prosecutions that came into force in December 2013.

Fraud team performance

49. For benefit purposes there are three types of proven fraud:

    - Simple Caution is the offering of a warning for first time offenders and/or low level cases where the claimant has fully admitted the offence at interview;
    - Administrative Penalty is either a 30% or 50% fine (depending on the period of the offence) and can be offered without a customer attending an interview under caution, as there is no requirement to admit an offence;
    - Prosecution is used in more serious cases or where the customer has re-offended and it is in the hands of the courts what, if any, sentence to pass

50. In 2013-14 there were 898 referrals for benefit fraud, of which 511 required further investigation (641/480 in 2012-13). In context, there are approximately 18,000 claiming benefit from Norwich City Council so the number of concerns about fraud is relatively low.

51. The team achieved 40 sanctions and prosecutions (55 in 2012-13), of which 23 were NCC-led. One of the main reasons for the decrease was a reduction in benefit support until quarter four and so a number of cases were held in a backlog. The benefit needs to be reassessed and, where appropriate, recalculated before the final decision can be made on further action.

52. The total overpaid benefit identified through fraud team activity was £249,151 (£266,204 in 2012-13), of which £163,291 was from the 40 sanction and prosecution cases.

53. In addition to the above the team administered one Simple Caution for a council tax single person discount offence (one in 2012-13) and was directly responsible for the recovery of two council dwellings as a result of investigation (seven in 2012-13).

54. The accredited financial investigator has two ongoing cases for other local councils (one started in 2011-12 and one in 2012-13) and has also worked with LGSS partners across sites in the request for (financial) production orders from the courts.

Report to	Audit committee	**Item**
	22 July 2014	12
Report of	Head of internal audit and risk management, LGSS	
Subject	Internal audit 2014-15 – 1st quarter update	

Purpose

To advise members of the work of internal audit between April and June 2014, and progress against the 2014-15 internal audit plan.

Recommendations

To note:

1) the work of internal audit between April and June 2014
2) the progress on the internal audit plan
3) the council's response to the Audit Commission's fraud survey 2013-14

Corporate and service priorities

The report helps to meet the corporate priority "Value for money services".

Financial implications

None.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Jonathan Idle	01604 367130
Steve Dowson	01603 212575

Background documents

None

Report

Background

1. The internal audit plan for 2014-15, was endorsed by members in March 2014.

2. This report covers the following areas:

   - audit assurance work April to June 2014
   - other areas of non-assurance and financial consultancy work
   - the audit plan 2014-15, showing progress against planned audits
   - the council's response to the Audit Commission's annual fraud survey 2013-14.

3. For each audit assurance review a report is presented to the relevant head of service, including recommended actions to be taken. Audits are subsequently followed up to ensure that the agreed actions have been implemented.

Audit assurance work April to June 2014

4. The following areas were reported on between April and June, most of which were completion of audits started in the final quarter of 2013-14:

   - Treasury management – substantial assurance. Six recommendations were agreed and are due to be implemented by end of September 2014.
   - Managing customer demand – substantial assurance. Two of the three recommendations agreed and are partially complete and will be fully addressed as part of the customer service improvement plan, which includes refurbishment of the contact centre in 2015-16. The third recommendation (green) was to consider the level of confidence that should be applied to the results of the quarterly customer surveys. This was not agreed for the reason that 'confidence' is just one measure used to understand satisfaction levels, which provides the 'temperature check' the council needs to shape services.
   - Purchase cards – substantial assurance. Six recommendations agreed and are due to be implemented by end of September 2014.
   - Housing benefits – substantial assurance. Four of six recommendations agreed and are due to be implemented by July 2014. There were two recommendations (both green) relating to quality assurance arrangements which were not agreed.

     First, although quality assurance checking is in place and working, there was a recommendation to target some of the checking at backdated claims that could result in large payments. As claims are more up to date which reduces the number of large backdated payments the risk was acknowledged but accepted.

     Second, although team leaders are sometimes involved in claims processing, they are excluded from the random quality assurance checking, which is not covered by a formal policy. The recommendation to formalise this arrangement was not agreed because team leaders are not subject to targets and their processing time is minimal. Although more staff are being brought into QA checking, team leaders are not a priority as the risk is considered to be low.

- Payroll – substantial assurance. Four recommendations agreed, three of which are complete or ongoing; the fourth is due to be implemented by end of July 2014.

5. Other assurance work which is in progress is shown in **annex 1**.

Follow ups

6. The following audit was followed up:

- Planning income – satisfactory progress on eight of the nine recommendations. The outstanding recommendation relates to regular reconciliation of income received via the planning portal to that shown on the ledger. The planning development manager believes that monthly reconciliations would be too time consuming and is a low risk, given that any errors would be self-correcting. Nevertheless, he has agreed to refer to the portal helpline to see what reports are available in order to come to an informed decision on whether to carry out the reconciliations or formally accept the risk. By September 2014.

Non-assurance work

7. The main areas of non-assurance work in the period were:

- Preparing the draft annual governance statement
- Co-ordinating the review of the corporate risk register by CLT and audit committee
- Co-ordinating and submitting the council's response to the Audit Commission's annual fraud survey
- Preparing for the NFI 2014-15 data matching exercise.

Progress against the audit plan

8. Details of the annual audit plan for 2014-15 are shown at annex 1, showing estimated and actual days for each area of audit assurance work, with non-assurance and consultancy work shown separately.

9. To the end of June 2014, 75 days has been spent on audit assurance work. This includes work on audits started at the end of 2013-14 but not completed by the end of March. Norwich staff also spent 16 days on non-assurance work and unplanned request work.

10. The planned restructure of the LGSS internal audit service is at the consultation stage, but going forward it is the intention to utilise audit resources from the wider service to complete the plan.

Audit Commission fraud survey 2013-14

11. Every year the Audit Commission conducts a fraud survey to collect data on various frauds and acts of corruption in local government and related bodies. This section of the report gives details of the council's response to the 2013-14 survey.

12. The Audit Commission needs the data to:

- Inform the annual publication of *Protecting the Public Purse*. The 2013 report was circulated to relevant senior managers and heads of service in November 2013, and was made available to all members at the same time via e-bulletin. The report can also be found at http://www.audit-commission.gov.uk/2013/11/protecting-the-public-purse-2013/.
- Provide a summary of current and emerging fraud risks in the public sector
- Inform the National Fraud Authority's annual assessment of the total value of fraud in the UK.

13. Submission of the information is required under section 48 of the Audit Commission Act 1998.

14. Responding to the survey is by way of a website portal, but a copy of our submission is attached at **annex 2** for members' information.

Key messages from the 2013-14 survey submission

15. In 2013-14 the council reported:

    - 40 cases of housing and/or council tax benefit fraud. This should be seen in the context of approximately 20,000 claimants. There were six cases where the reported fraud value was over £10,000 (see Q.18.1 of the survey).
    - 26 successful prosecutions for housing and/or council tax benefit fraud
    - Two cases of either non-residency or housing application fraud. In both cases the properties were recovered.
    - No cases of corruption.

16. The survey has highlighted that further improvements can be made to the council's anti-money laundering and whistleblowing arrangements. These will be addressed via the council's corporate governance group.

Audit Commission *Fraud Briefing 2013*

17. In conjunction with publishing *Protecting the Public Purse 2013*, the Audit Commission also produces individually tailored fraud briefings to support external auditors' communications with those responsible for governance (see question 23.12 of the fraud survey at annex 2). The briefings contain comparative information on each council's fraud detection results based on the 2012-13 survey results.

18. At the time of the survey submission this briefing had not been received, but it is now available and the external auditors suggest that it is good practice to take the briefing to audit committee. The briefing was originally received as a Powerpoint presentation, but for this meeting it has been converted and is attached at **annex 3** for members' information.

19. LGSS Internal Audit is currently undertaking a review of the delivery of counter fraud services within the council in the context of the forthcoming proposed transfer of the Benefits Investigations Team from the council to the DWP. Members will be kept appraised of the developments within this review.

LGSS Internal Audit - Internal Audit Plan for Norwich City Council 2014-15

Audit Assurance Work	2014-15 Estimated days	2014-15 Actual to Wk 13	Comments/latest position
Fundamental systems			
Purchasing	20	18.0	)
Accounts receivable (debtors)	15		)
NCC payroll	15		)
Housing rents/arrears	20		) Audited annually under managed audit regime. Actual scope subject to further discussion with EY
Housing & council tax benefits	25		)
Council tax	15		)
NNDR	15		)
Sub-total	**125**	**18.0**	
Corporate			
Procurement & contract management arrangements	35		Allowance for possible input to tendering, monitoring, procedural compliance. Involvement in specific contracts. Plus presence on project teams
New bank contract		4.6	Audit presence on project team
Claims certification	20		
Probity	20		
Sub-total	**75**	**4.6**	
Business relationship management			
Financial IT system replacement	30		Upgrade or replace Oracle Financials
Council tax & NNDR systems	15		VFM review - impact of scheme changes on collection rates
ICT audits:	10	1.9	Embedded assurance - Corporate Information Assurance Group
Civica	10		)
Northgate	10		) Taken from IT audit needs analysis
Workforce	10		)
Parking Gateway	10		B/f from 2013-14 due to computer auditor vacancy
Bacstel IP	10		B/f from 2013-14 due to computer auditor vacancy
Sub-total	**105**	**1.9**	
Operations			
CIL income	10		September/October, if sufficient transactions
Provision market	15		
Licensing	10		
Leasehold services	15		Q4
Cemeteries	15		
Home improvements	15		
Off-street parking	15		Q3 or Q4
Sub-total	**95**	**0.0**	
Customers, communications & culture			
Land charges	10		
Sub-total	**10**	**0.0**	

Audit Assurance Work	Estimated days	Actual to Wk 13	Comments/latest position
Non-specific			
Ad-hoc investigations	20	1.2	Contingency (no major investigations in Q1)
To complete 2013-14 plan	35		
Managing customer demand		6.1	Complete
Payroll		3.9	Complete
NNDR		2.2	Testing complete
C Tax		2.2	Testing complete
Commissioning		0.0	Testing complete
Housing benefits		5.6	Complete
Treasury management		0.6	Complete
Purchase cards		13.9	Complete
Accounts payable		9.8	In progress
Follow-ups	25	4.8	Follow ups required by PSIAS
Sub-total	**80**	**50.3**	
Total for audit assurance work	**490**	**74.8**	
Consultancy & non-assurance work			
Corporate governance	30	6.6	Co-ordination & preparation of AGS; corporate governance group
Anti-fraud and NFI work	45	5.8	Fraud risks & key contact duties for NFI 2014-15 (upload & ensuring matches investigated)
Advice, unplanned work requests	35	3.7	Contingency
Total for non-assurance/consultancy work	**110**	**16.1**	
Total Allocated Days	**600**	**90.9**	
Indicative resources post-restructure			
Head of audit	10		
Principal client auditor	140		
Client auditors x 2	400		
LGSS support	50		
	600		

Protecting the Public Purse - 2013/14 Audit Commission fraud and corruption survey - Districts

Introduction

Introduction

Protecting the Public Purse - 2013/14 Audit Commission fraud and corruption survey

Section 48 Audit Commission Act 1998 – Request for information.

The Audit Commission publishes an annual report on fraud and corruption in local government called 'Protecting the Public Purse' (PPP). PPP gives details on amounts of detected fraud, warns of emerging fraud risks and promotes best practice. Much of the information for PPP comes from this survey.

Our 2011/12 and 2012/13 fraud and corruption surveys achieved a 100 per cent response rate. This enabled us to provide an accurate assessment of the total detected fraud figures for local government, and to undertake regional breakdowns and detailed analysis.

We are now asking you to complete and submit the 2013/14 fraud and corruption survey. **The deadline for submission is 16 May 2014.**

We require submission of the information under section 48 of the Audit Commission Act 1998.

Should you wish someone other than yourself to complete the survey please email d-management@audit-commission.gsi.gov.uk.

If you would prefer to receive this survey in an alternative format for accessibility purposes please contact Duncan Warmington at fraud-survey@audit-commission.gsi.gov.uk

Please read Glossary of terms before starting this survey - Link to Glossary of terms

Public body information

Organisation	Norwich City Council

Public body information

1. Organisation

1.1 Name of public body	Norwich City Council
1.2 Name of 151 Officer / Chief Financial Officer?	Caroline Ryba
1.3 Name of person completing the survey?	Steve Dowson
1.4 Position of person completing the survey?	Audit Manager, LGSS
1.5 Telephone number of person completing the survey	01603 212575
1.6 Email address of person completing the survey?	stevedowson@norwich.gov.uk

Fraud cases

Benefit, tenancy, council tax and NDR fraud

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

2. Housing benefit and council tax benefit fraud

Note: all cases in this survey where management authorised action has been taken, such as an investigation or enquires made, and as a result an officer with management authorisation has determined that on the balance of probabilities a fraud or act of corruption has occurred. As such, cases do not require a sanction or prosecution to be determined as fraudulent.

2.1 Did you have any cases of housing benefit and/or council tax benefit fraud?	Yes

2.2 Number of cases	40
2.3 Value (£'s)	163291
2.4 Did any of these cases above involve employees or councillors?	No
2.7 In the Housing benefit and council tax benefit detected fraud cases you have reported is there any evidence to suggest they have resulted from organised crime?	No

3. Housing tenancy fraud

3.1 Provide the number of properties in your housing stock, both directly managed and via arms length management organisations (ALMOs)	15486
3.2 Did you have any cases of tenancy sub letting fraud?	No

Note: this is where a tenant lets part, or all, of their home to somebody else contrary to the tenancy agreement. Only report where the property as been brought back into council or ALMO control.

3.6 Did you have any cases of other tenancy fraud?	Yes

Note: This could include, but not limited to, issues such as fraudulent application, succession, abandonment, or non-occupation as the principle home. Only report where the property as been brought back into council or ALMO control.

3.7 Number of cases | 2

3.7 Number of cases	2
3.8 Did any of these cases above involve employees or councillors?	No
3.10 In ALL the Tenancy detected fraud cases you have reported is there any evidence to suggest they have resulted from organised crime?	No
3.11 Did you have any cases of 'right to buy' frauds?	No
3.17 Do you assist other registered social landlords in your area in combating tenancy fraud?	Yes
3.18 Please provide details	Liaison and joint working including stopping one housing association right to buy application and return of property to their stock. Case discussion about tackling tenancy fraud with at least two housing associations (Orbit and Cotman)

4. Council tax discount fraud

4.1 Did you have any cases of council tax single person discount (SPD) fraud?	Yes

Note: the total value, including previous years, of council tax owed when a decision during the year determined that the liable person was not entitled to SPD.

4.2 Number of cases	1
4.3 Value (£'s)	1024
4.4 Did any of these cases above involve employees or councillors?	No
4.7 Did you have any cases of council tax discount fraud involving discounts and entitlements other than SPD? (This also excludes the council tax reduction scheme, which is dealt with in section 5)	No

Note: the total value, including previous years, of council tax owed when a decision during the year determined that the liable person was not entitled in whole or part to any discount or entitlement. Discounts or entitlement could include, but not limited to, student discounts.

4.13 In the council tax discount detected fraud cases you have reported is there any evidence to suggest they have resulted from organised crime?	No

5. Council Tax Reduction (CTR)

5.1 Did you have any cases of CTR fraud?	No

Note: the total value, including previous years, of council tax owed when a decision during the year determined that the liable person was not entitled to CTR.

6. Non-domestic rates fraud (Business Rates)

6.1 Did you have any cases of Business Rates fraud?

No

Note: this is any fraud linked to the evasion of paying Business rates including, but not limited to, falsely claiming mandatory or discretionary relief, falsely using insolvency status, failure to declare occupation, and payment using false bank details.

Procurement, Insurance and Economic/ third sector fraud

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

7. Procurement fraud

Note: this is any fraud linked to the false procurement of goods and services for the organisation either by internal or external persons or companies including, but not limited to: violation of procedures; manipulation of accounts; records or methods of payment; failure to supply; failure to supply to contractual standard.

7.1 Did you have any cases of procurement fraud?

No

8. Fraudulent insurance claims

Note: this is any insurance claim against your organisation or your organisation's insurers that proves to be false.

8.1 Did you have any cases of fraudulent insurance claims?

No

9. Economic and third sector support fraud

Note: this is any fraud that involves the false payment of grants, loans or any financial support to any private individual or company, charity, or non governmental organisation including, but not limited to: grants paid to landlords for property regeneration; donations to local sports clubs; loans or grants made to a charity.

9.1 Did you have any cases of economic and third sector support fraud?	No

Debt, Pensions and Investment fraud

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

10. Debt Fraud

Note: This is any fraud linked to the avoidance of a debt to the organisation including, but not limited to: council tax liabilities (do not include council tax discount fraud from section 4); rent arrears; false declarations; false instruments of payment or documentation.

10.1 Did you have any cases of debt fraud?	No

11. Pension Fraud

Note: this is any fraud relating to pension payments including, but not limited to: failure to declare changes of circumstances; false documentation; or continued payment acceptance after the death of the pensioner.

11.1 Did you have any cases of pensions fraud?	No

12. Investment fraud

Note: this is any fraud relating to investments including, but not limited to: the fraudulent misappropriation of assets; or loss through breach of procedures

12.1 Did you have any cases of investment fraud?	No

Payroll and Expenses fraud, Abuse of position and Other fraud

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

13. Payroll and employee contract fulfilment fraud

Note: this includes, but is not limited to: the creation of non existent employees; unauthorised incremental increases; the redirection or manipulation of payments; false sick claims; not working required hours; or not undertaking required duties.

13.1 Did you have any cases of payroll and contract fulfilment fraud?	No

14. Expenses fraud

Note: this includes, but is not limited to: false declarations of mileage; false documentation to support allowances; breaches of authorisation and payment procedures.

14.1 Did you have any cases of employee expenses fraud?	No

14.4 Did you have any cases of councillor expenses fraud?	No

15. Abuse of position

Note: this could include frauds not reported elsewhere (the financial gain could be for the fraudster or other) including, but not limited to: the misappropriation or distribution of funds by someone taking advantage of their position such as payments officers, bursars or finance managers; or fraudulently securing a job for a friend or relative.

15.1 Did you have any cases of abuse of position for financial gain?	No
15.5 Did you have any cases of manipulation of financial or non financial data?	No

Note: this includes, but is not limited to: the falsifying of statistics to ensure performance targets are met; or the adjustment of accounts to remain within set financial limits for the benefit of an individual or the organisation.

16. Other fraud

16.1 Did you have any other types of fraud?	No

Recruitment fraud and fraud reporting

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

17. Recruitment fraud

Note: this could involve any applications, including attempts, to gain employment or subsequently where any of the details prove to be false, including but not limited to: false identity, immigration (no right to work or reside); false qualifications; or false CVs.

17.1 Did you have any cases of recruitment fraud?	No

18. Fraud reporting

Note: external auditors are required to report to the Audit Commission all frauds over £10,000 and all incidents of corruption within the audited body - these reports are called AF70s.

18.1 Of all the detected fraud cases you have reported throughout the survey, in how many individual cases did the fraud value amount to over £10,000?	6
18.2 Not included in figures elsewhere in the survey, how many incidents of corruption did you have involving a councillor?	0

Note: please see the glossary for the definition of corruption for the purpose of this survey.

18.3 Not included in figures elsewhere in the survey, how many incidents of corruption did you have involving an employee?	0

Note: please see the glossary for the definition of corruption for the purpose of this survey.

Prosections

Fraud and Corruption Prosecutions

If you have cases but do not record the number and/or the value please answer 'yes' and record 'NR' in Number of cases and/or Value (£'s)

19. Housing benefit/council tax benefit fraud

19.1 Did you prosecute any cases of housing benefit and/or council tax benefit fraud?	Yes

Note: please include cases where the first court hearing was held between 1 April 2013 and 31 March 2014

19.2 Number of cases	26
19.3 Did any of these cases above involve employees or councillors?	No
19.5 Did you have any housing benefit and/or council tax benefit prosecutions that resulted in a guilty outcome?	Yes

Note: please include those cases where the offender was sentenced between 1 April 2013 and 31 March 2014.

19.6 Number of cases	26
19.7 Did any of these cases above involve employees or councillors?	No

20. Fraud (excluding housing benefit and council tax benefit fraud)

20.1 Did you prosecute any cases of fraud?	No

Note: please include cases where the first court hearing was held between 1 April 2013 and 31 March 2014.

20.5 Did you have any fraud prosecutions that resulted in a guilty outcome?	No

Note: please include those cases where the offender was sentenced between 1 April 2013 and 31 March 2014.

21. Corruption prosecutions

21.1 Did you prosecute any cases of corruption?	No

Note: please include cases where the first court hearing was held between 1 April 2013 and 31 March 2014.

21.3 Did you have any corruption prosecutions that resulted in a guilty outcome?	No

Note:please include those cases where the offender was sentenced between 1 April 2013 and 31 March 2014.

Additional information

Audit Committee and Policies

22. Whistleblowing

22.1 Do you have a whistleblowing policy?	Yes
22.2 Do those responsible for governance annually review your whistleblowing arrangements in line with British Standards PAS 1998:2008 'Whistleblowing Arrangements Code of Practice'?	No
22.3 How many whistleblowing cases did you centrally log in line with British Standards PAS 1998:2008 'Whistleblowing Arrangements Code of Practice'?	1

Counter fraud and corruption activity

23. Counter fraud and corruption activity

Note: we define a counter fraud specialists to be any officer working on preventing and or investigating fraud or recovering the proceeds of fraud. These could include, but not limited to, verification visiting officers, qualified fraud investigators, financial investigators and dedicated counter fraud auditors tackling fraud against the public purse. We do not include trading standards officers.

23.1 Which best describes your counter fraud and corruption resource?	Dedicated corporate fraud team, including benefit and non-benefit counter fraud specialists

23.3 How many full time equivalent (FTE) counter-fraud specialists did you have at 31 March 2014, for both benefit and non-benefit fraud?

	No. FTE benefit counter-fraud staff	No. FTE non-benefit counter-fraud staff
	4.3	0.2

23.4 For previous years please provide, how many counter-fraud specialists did you have at 31 March in each year, for both benefit and non-benefit fraud? (If the data are not available, please put 'NR' in the relevant box)

Year	No. FTE benefit counter-fraud staff	No. FTE non-benefit counter-fraud staff
2012/13	4.3	0.2
2011/12	3.8	0.2
2010/11	4.7	0.3
2009/10	4.7	0.3

23.5 Do you have your own POCA Financial Investigator resource?	Yes

Note: a POCA financial investigator is an investigator accredited under section 3 of the Proceeds of Crime Act 2002.

23.7 In total over the last three financial years, how much money have you been awarded by the courts through POCA, excluding HB/CTB?	15000
26.8 In total over the last three financial years, how much money have you actually received through POCA, excluding HB/CTB?	15000
23.9 Do you undertake an annual assessment of corporate fraud and corruption risk?	No
23.10 Do you have a counter fraud and corruption plan?	No
23.11 Do you produce an annual report on counter fraud and corruption activity and performance?	Yes
23.12 Did your external auditor present, or make available, to your Audit Committee (or equivalent) your 2012/13 Fraud Briefing?	No

Note: the Audit Commission make available individually tailored fraud briefings to support external auditors' communications with those responsible for governance in each council. The briefings contain comparative information on each council's fraud detection results.

Emerging risks and Best practice

24. Enhancing counter fraud development

24.1 In your professional judgement, what are the three most significant issues that need to be addressed to effectively tackle the risk of fraud and corruption at your organisation? Tick the three most important from the list below:

- [x] Capacity (sufficient counter fraud resource)
- [ ] Capability (having appropriate counter fraud skill sets)
- [x] Effective fraud risk management
- [ ] Better data sharing
- [x] Corporate appreciation of the financial benefits of tackling fraud
- [ ] Greater public support for tackling fraud
- [ ] Increased priority given to tackling fraud
- [ ] Improved partnership working
- [ ] Other

25. Emerging risks

25.1 What emerging risk areas for fraud or corruption did you identify during 2013/14?	Bank mandate fraud

26. Comments

26.1 If you would like to comment on the Audit Commission fraud and corruption survey please do so here	None

Protecting the Public Purse
Fraud Briefing 2013

Norwich City Council

audit commission

Agenda

- Introduction and purpose of your Fraud Briefing
- *Protecting the Public Purse (PPP) 2013* report – national picture
- Interpreting fraud detection results
- The local picture
- Questions?

And do not forget

–*Checklist for those charged with governance (Appendix 2 of PPP 2013)*
–*Questions councillors may want to ask/consider (Appendix 3 of PPP 2013)*

audit commission

Introduction

- Fraud costs local government in England over £2 billion per year (*source: National Fraud Authority*)

- Fraud is never a victimless crime

- Councillors have an important role in the fight against fraud

Purpose of Fraud Briefing at your council

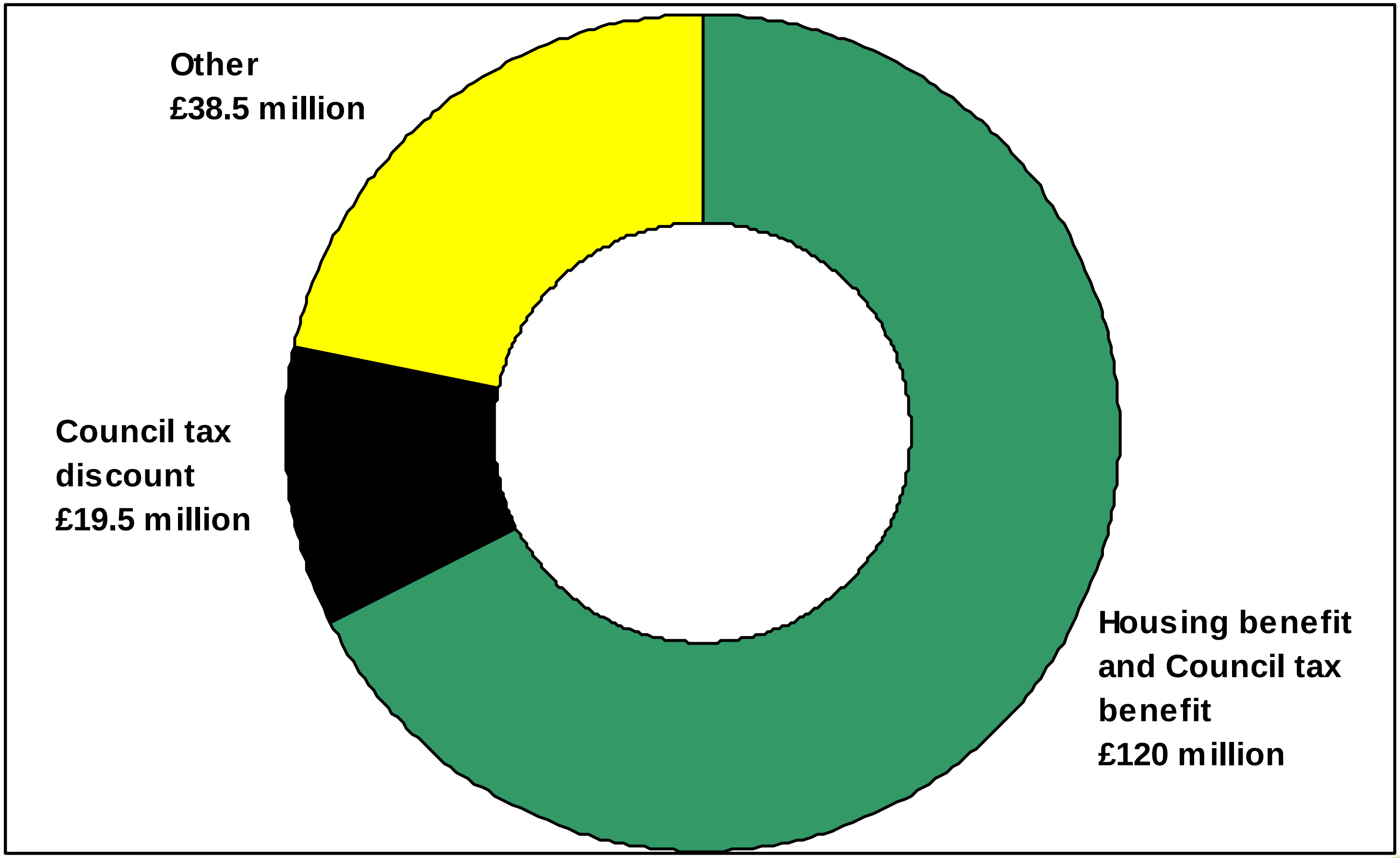
- Opportunity for councillors to consider fraud detection performance, compared to similar local authorities

- Reviews current counter fraud strategy and priorities

- Discuss local and national fraud risks

- Reflect local priorities in a proportionate response to those risks

National Picture 2012/13
Total cases detected107,000, with a value of £178 million (excluding social housing fraud)



Nationally, the number of detected frauds has fallen by 14% since 2011/12 and the value by less than 1%

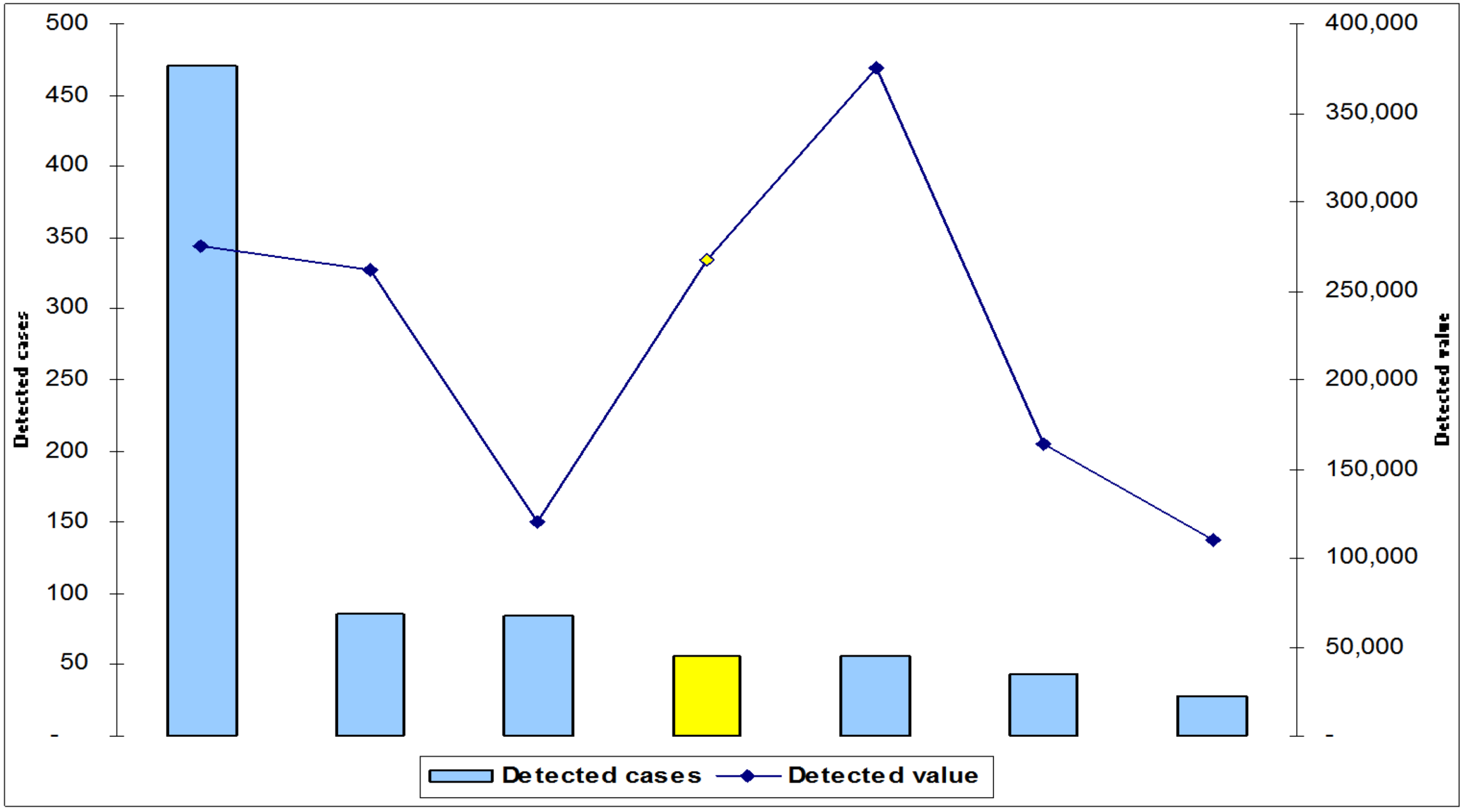
audit commission

Interpreting fraud detection results

- Contextual and comparative information needed to interpret results
- Detected fraud is indicative, not definitive, of counter fraud performance (Prevention and deterrence should not be overlooked)
- No fraud detected does not mean no fraud committed (Fraud will always be attempted and even with the best prevention measures some will succeed)
- Councils who look for fraud, and look in the right way, will find fraud (There is no such thing as a small fraud, just a fraud that has been detected early)

Your council is highlighted in yellow in the graphs that follow

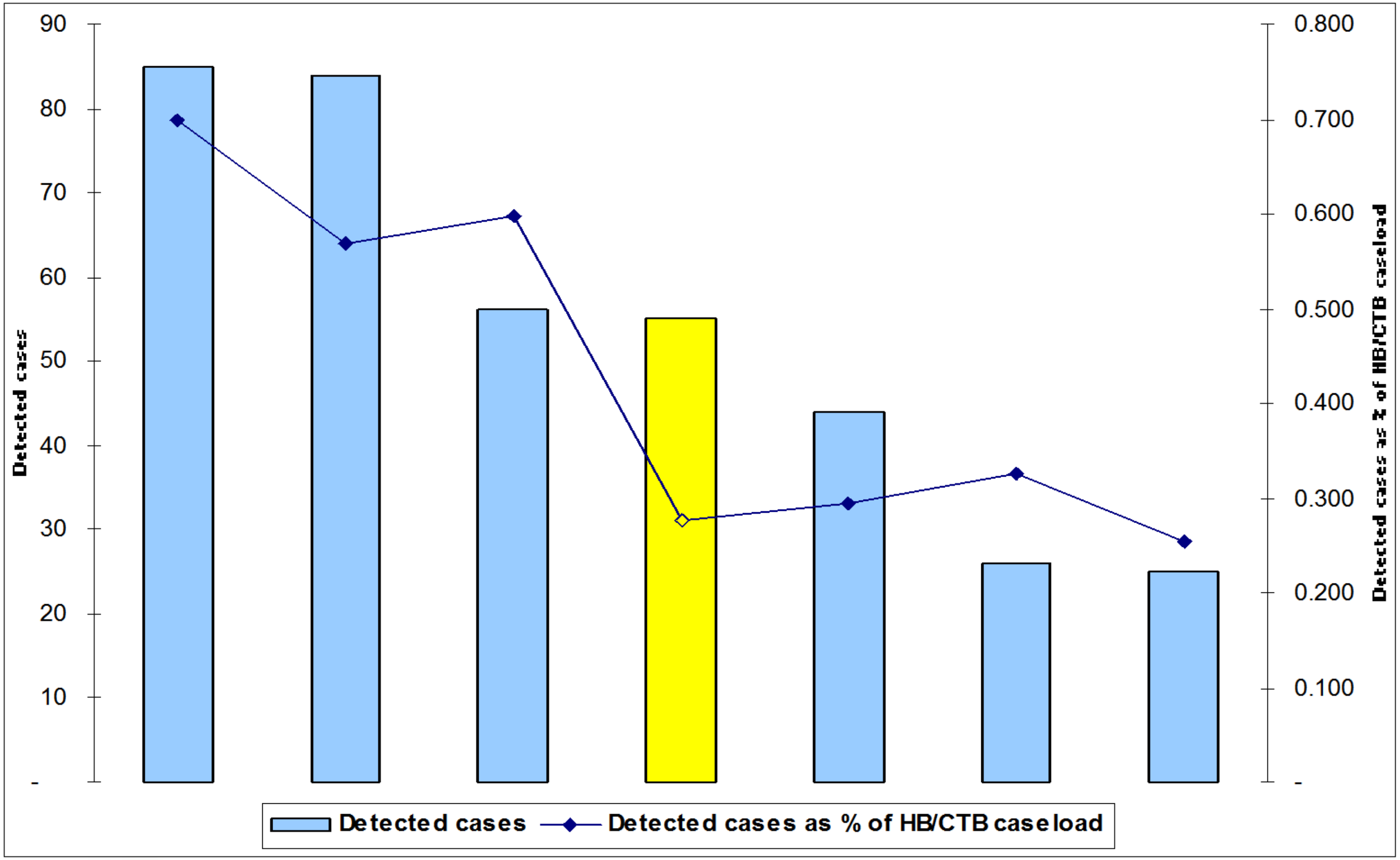
The local picture
How your council compares to other district councils in your county area
Total detected cases and value 2012/13



Norwich detected: 56 cases, valued at £267,265

DC average for your county area: 118 cases, valued at £214,614

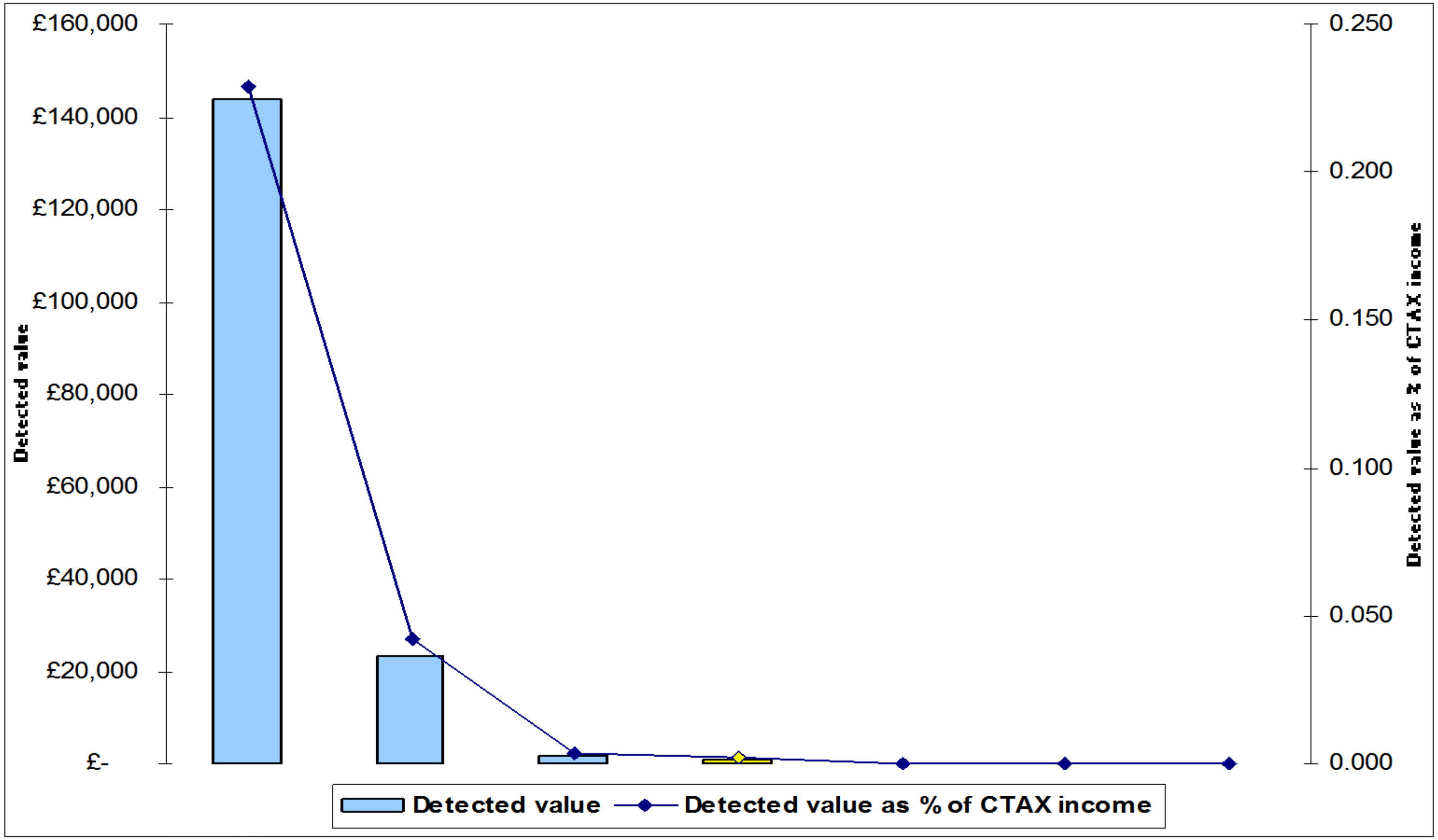
District councils in your county area 2012/13
Housing benefit (HB) and Council tax benefit (CTB) fraud
Detected cases and detected cases as a percentage of HB/CTB caseload



Norwich detected: 55 cases, valued at £266,203

DC average for your county area: 54 cases, valued at £200,285

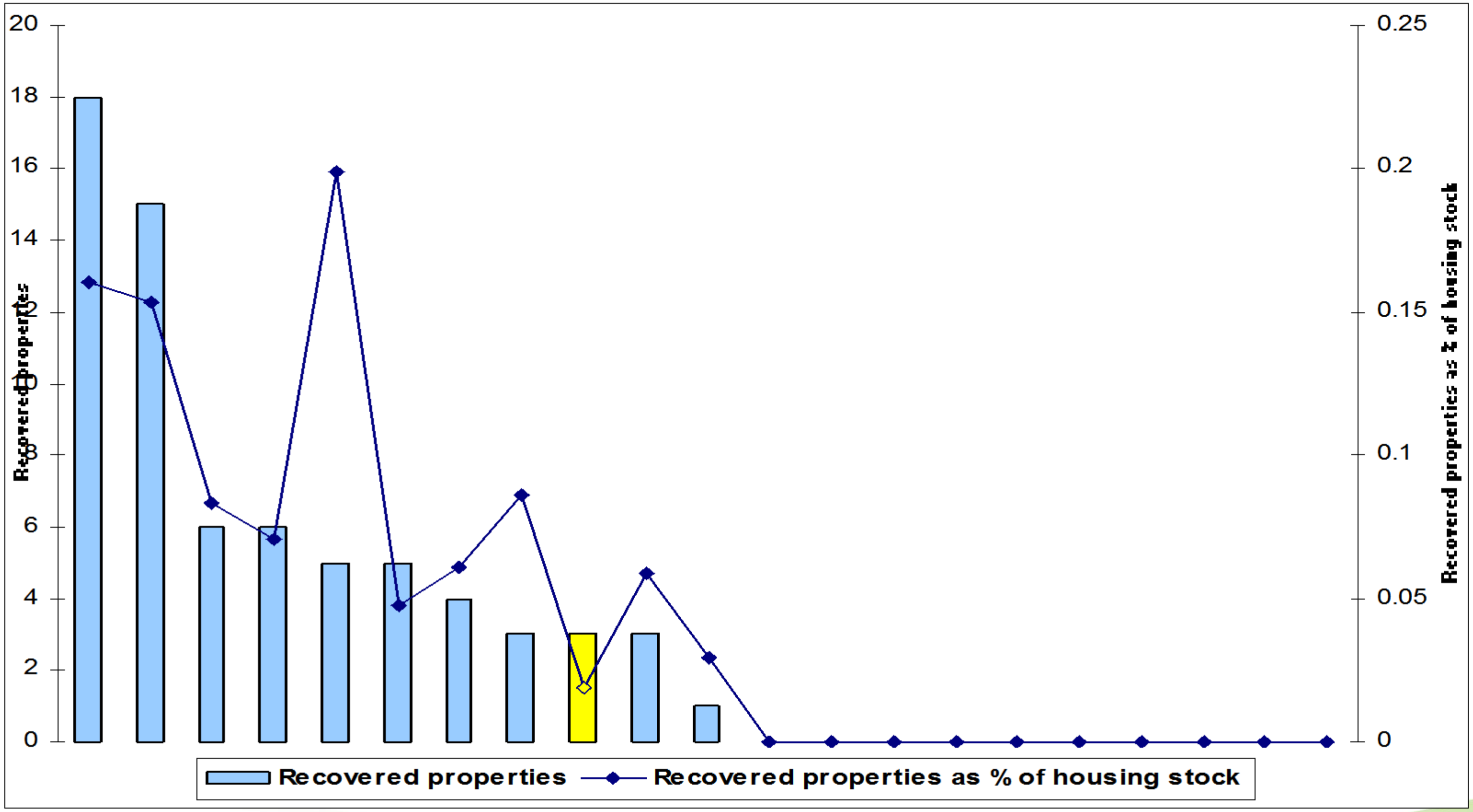
District councils in your county area 2012/13
Council tax (CTAX) discount fraud
Detected value and detected value as a percentage of council tax income



Norwich detected: 1 case, valued at £1,062

DC average for your county area: 64 cases, valued at £24,329

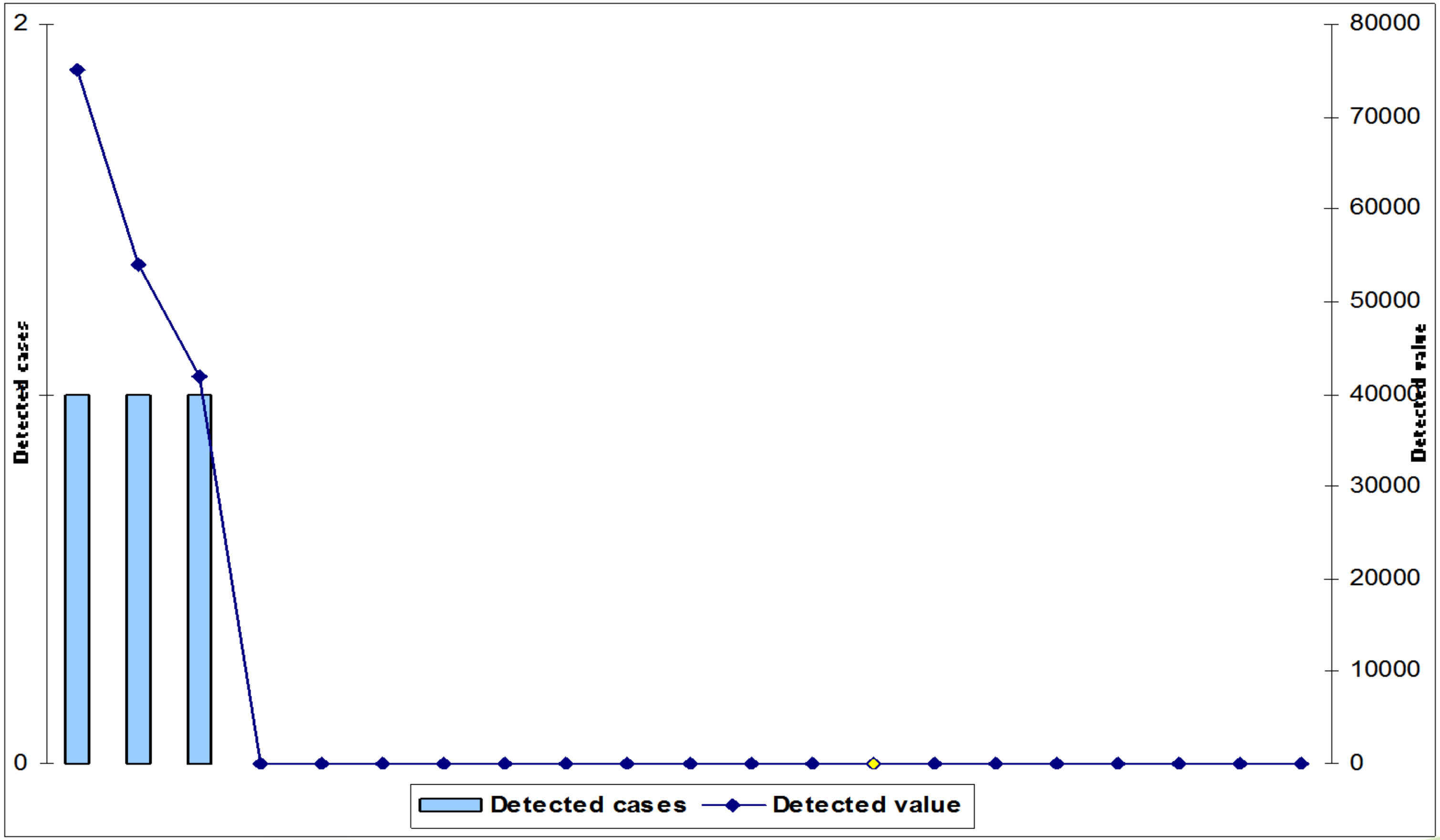
East of England region - district councils with housing stock 2012/13
Social housing fraud
Properties recovered and properties recovered as a percentage of housing stock



Norwich recovered: 3 properties

East of England regional average: 3 properties

East of England region - district councils with housing stock 2012/13
Right to buy fraud
Detected cases and detected value



Norwich detected: no cases

East of England region total detected 3 cases, valued at £171,000

Norwich City Council
Other frauds

- **Procurement**: no cases
  (*Ave per DC in your county area: no cases*
  Total for all local government bodies in your region: 6 cases, valued at £364,870)

- **Insurance**: no cases
  (*Ave per DC in your county area: no cases*
  Total for all local government bodies in your region: 1 cases, valued at £48,000)

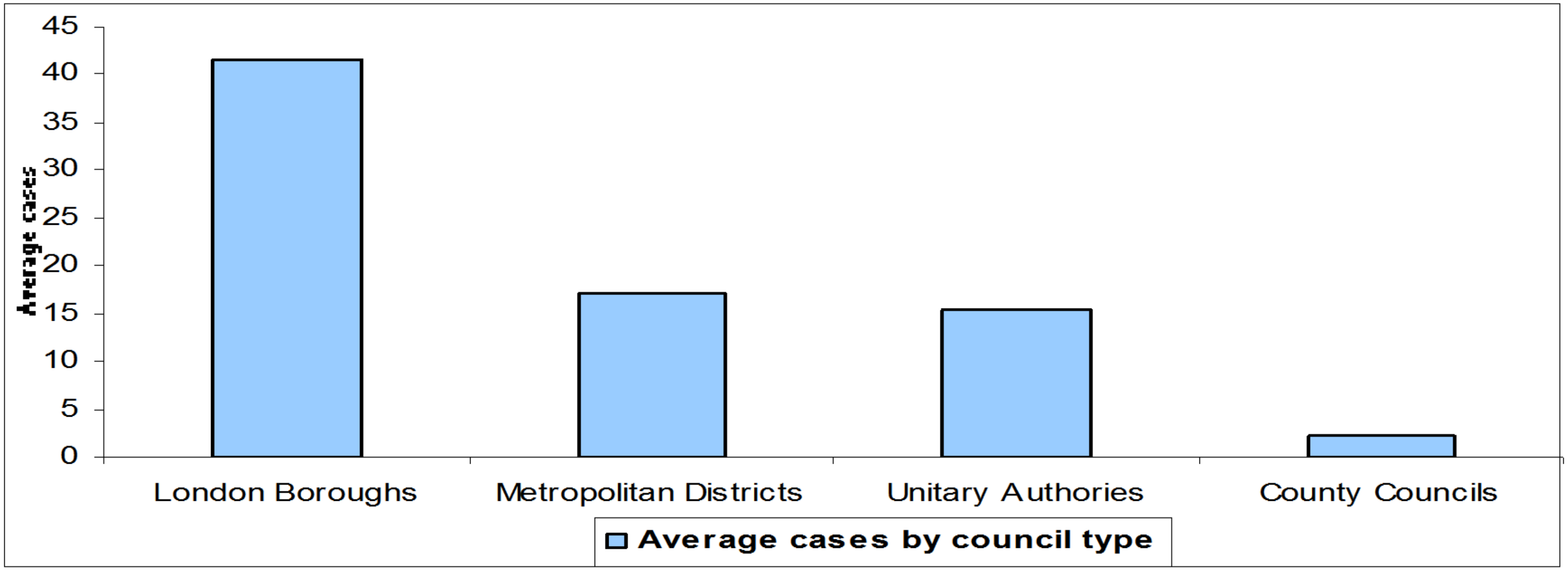
- **Economic & Third sector**: no cases
  (*Ave per DC in your county area: no cases*
  Total for all local government bodies in your region: 1 cases, valued at £30,000)

- **Internal fraud**: no cases
  (*Ave per DC in your county area: no cases*
  Total for all local government bodies in your region: 58 cases, valued at £405,311)

Correctly recording fraud levels is a central element in assessing fraud risk
It is best practice to record the financial value of each detected case

audit commission

Disabled parking (Blue Badge) fraud
Detected cases by issuing council type



In two-tier areas:

- county councils have administrative responsibility for issuing blue badges
- district councils face reduced car parking income as a result of the fraudulent abuse of blue badges.

audit commission

Any questions?

Report to	Audit committee	**Item**
	22 July 2014	13
Report of	Head of internal audit and risk management, LGSS	
Subject	Review of corporate risk register	

Purpose

To update members on the review by the corporate leadership team of key risks facing the council and the associated mitigating actions.

Recommendation

To note the corporate risks and the key controls in place and further actions planned to mitigate the risks.

Corporate and service priorities

The report helps to meet the corporate priority "Value for money services".

Financial implications

None

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Jonathan Idle	01604 367130
Steve Dowson	01603 212575

Background documents

None

Report

Background

1. On the recommendation of the audit committee, cabinet approved the council's updated risk management policy and risk management strategy in December 2013.

2. As previously reported, the new template for risk registers includes scoring for inherent risks (before any mitigating controls are considered) and residual risk (after taking account of key controls, which are listed). Any further planned actions to mitigate risks are also shown.

3. The other main format change is that risks are now listed under the headings of:
   - Customer perspective
   - Finance and resources
   - Processes and systems
   - Learning and growth

4. Corporate risks were reviewed by the business managers group at the start of the year in conjunction with the preparation of service plans and the review of the corporate plan.

5. Following this, the updated corporate risk register was approved by cabinet on 26 March 2014.

Review of corporate risks

6. In accordance with the risk management strategy, the corporate leadership team has reviewed the key risks to achieving the council's priorities and has updated the register.

7. The updated corporate risk register is attached at **annex 1.** One new risk relating to capital developments (B4) has been added to the Finance and Resources section of the register. Most of the other changes are minor updates to triggers, controls or planned actions to further mitigate certain risks. No risk scores have been changed.

Changes to the corporate risk register

8. A brief summary of changes to the register following the latest review follows:

   - B4 Capital developments (NEW) – this describes the risks around housing and other capital developments, such as taking longer or costing more than planned, or not generating planned levels of income, together with the possibility of interest rate rises, all of which would have an impact on revenue budgets and reserves. The controls in place mean that the residual risk is within the council's risk appetite.

   - A1 Customer demand – result of recent internal audit review added under key controls; action added to implement a customer service improvement plan.

   - A4 Safeguarding children, vulnerable adults and equalities duties – additions to trigger, result and key controls columns relating to equalities duties, and action updated.

- A6 Delivery of joint core strategy – one addition to trigger and controls columns.
- A8 Housing investment strategy – action updated.
- C1 Emergency planning and business continuity – further control added now that the council's business continuity policy and framework has been approved by cabinet.
- C3 Information security – further control added as the council is now PSN (public sector network) and PCI (payment card industry) compliant. An action has also been added to review the council's IT security policy.

Summary

9. As with the previous register, a summary is included at **annex 2** which shows the residual risk level for each of the risks. This demonstrates where each risk sits in relation to the council's risk appetite, ie there should be no risks with a residual score greater than 15, unless specifically approved by cabinet.

Conclusion

10. Risk management processes are well embedded within the council, and members can be assured that the corporate risk register is up to date following review by the business managers group of the key risks to achieving the council's objectives.

11. Each risk shows the owner and the key controls in place or planned to minimise any impact on the council and its provision of services to stakeholders.

12. The risk management strategy requires managers to keep all risks under review, and the corporate risk register will be regularly updated accordingly.

NORWICH City Council

Annex 1

CORPORATE RISK REGISTER

Version Date: July 2014

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
	CUSTOMER PERSPECTIVE																
A1	Customer demand	1. Customer demand exceeds our capacity to deliver services as they are currently configured 2. Transfer of demand arising from service delivery changes or budget cuts by other public agencies 3. Excessive customer demand in key areas, particularly in relation to the need to cut services, or changes to policies eg council tax benefits	1. Unable to cope with demand 2. Complaints 3. Reputation damage	EHoCCC	All	4	4	16 (R)	1. Proactive research on customer profile, forward planning, eg anticipating future events that will generate higher demand and use of data held to map and channel shift. 2. Data capture, consultation, survey and service planning. 3. Being robust about the role and responsibilities of Norwich City Council (N.B. recent internal audit review resulted in 'subtantial assurance' opinion)	3	2	6 (A)	Customer service improvement plan for F2F service	Head of customer services	Ongoing		G
A2	Delivery of the corporate plan and key supporting policies and strategies within the council's strategic framework, including environmental strategy and financial inclusion strategy	Corporate priorities are not on target to be delivered. The council has a clear set of corporate priorities within its corporate plan. Within the council's wider strategic framework, there are a number of key corporate strategies and policies which must be delivered across the organisation to realise the council's priorities e.g. environmental strategy, financial inclusion strategy etc The welfare reform act and other key pieces of legislation are changing the framework for local government and put new requirements on the council that must be met in a number of different areas. When this is combined with the significant savings the council will need to make to meet the government funding reductions, there is a risk that these changes will reduce the capacity of the council to deliver on its key corporate priorities.	1. Key priorities for the city are not delivered 2. Projects halted or delayed 3. Adverse public opinion 4. Projects / work completed to a lower quality 5. Negative impact on outcomes for customers 6. Negative performance ratings for the council 7. Continual over-stretching of capacity 8. Inconsistent approach taken across council 9. Full benefits not realised 10. Benefits of cross working not gained 11. Lack of corporate working 12. Staff confusion over policies and process 13. Failure to take the opportunity to make the lives of Norwich citizens better	EHoSPD	All	3	4	12 (A)	1. Regular review of corporate plan, medium term financial strategy and other key policies and strategies. 2. Effective performance and programme management 3. Corporate planning and service planning aligned with budget setting to ensure resources are in place to deliver priorities. 4. Effective preparation for changes in legislation.	2	4	8 (A)					

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
A3	Relationship management with key service delivery partners and the management of contracts. The council has a number of key partnerships with LGSS, NPS Norwich, and NP Law. There is also a highways agency agreement with Norfolk County Council. This approach to service delivery requires a different managerial approach by the city council. The council also has a number of key contracts – eg with NORSE, BIFFA, and Anglia Windows Ltd, – which require strong, consistent procurement and client management.	1. Partnerships not managed effectively and key service outcomes not achieved. 2. Contracts not managed effectively, and key service outcomes not achieved.	1. The council doesn't get value for money 2. Benefits of partner and contract arrangements not realised 3. Constant negotiation around the service delivery agreement 4. Specification not adhered to 5. Services not provided at an acceptable level 6. Customer and staff complaints	Dep CEO & EHoBRM	5	3	4	12 (A)	1. New governance structure is in place to manage the individual partnership agreements (eg NPS Norwich Board, LGSS liaison group, NP Law Board, all major contracts have strategic and operational governance arrangements with officer and member representation. 2. In response to the council operating model training requirements are being reviewed and staffing structures refreshed to reflect this change. Contract management training has been completed for staff delivering environmental works contracts. 3. A contract and business relationship management toolkit has been deployed. This aims to create consistency of management of both financial and performance objectives and monitoring and management of all economic, social and environmental issues associated with the service. 4. April 2013 Scrutiny meeting reviewed the LGSS service provision 1 year on after transfer.	2	4	8 (A)					

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	**Risk Description**	**Trigger**	**Result**	**Owner**	**Corporate Priorities**	**Likelihood**	**Impact**	**Score and RAG**	**Key Controls**	**Likelihood**	**Impact**	**Score and RAG**	**Actions**	**Owner**	**Target Date**	**Revised Target Date**	**Action Status RAG**
A4	Safeguarding children, vulnerable adults and equalities duties	1. Safeguarding and equalities duties and responsibilities not embedded throughout the council and its contractors/ commissioned services/ partners. 2. Change in council service delivery model with an increase in the number of partnership arrangements will require new arrangements for the delivery of safeguarding and equalities duties. 3. Impact of cuts on care services and benefit funding. 4. Critical incident 5. Change in contractor/ commissioned service/partner 6. Reduced service provision 7. Not being able to attract staff with diverse abilities and backgrounds	1. Vulnerable adults and children at greater risk of exclusion or harm 2. Individuals from a community of identity dealt with inappropriately and at risk of exclusion 3. Risk of judicial review on accessibility of services 4. Risk of damage to reputation if an employee discrimination claim is made based on equalities legislation	Dep CEO	1	3	4	12 (A)	1. Safeguarding children policy and procedures in place and reviewed annually through safeguarding group. 2. Safeguarding adult policy and procedures in place and reviewed annually. 3. Safeguarding duties included in new contracts to ensure duties are embedded with new contractors. Where appropriate, joint training/ awareness sessions are held. 4. Equalities duties overseen by BMG 5. A contract and business relationship management toolkit has been deployed. This aims to create consistency of management of both financial and performance objectives and monitoring and management of all economic, social and environmental issues associated with the service and particularly in relation to safeguarding 6. Equality training undertaken for all staff and managers 7. Managing mental health training for managers 8. Safeguarding training provided to all staff. 9. Safeguarding guidance provided to all councillors	2	4	8 (A)	Work is progressing with contract managers to ensure monitoring and annual reporting of cross cutting themes including safeguarding and equalities is undertaken consistently.	Head of local neighbourhood services	Jul-14		G
A5	Norwich and Homes & Communities Agency Strategic Partnership (NAHCASP) Three elements: 1)Development of land at Bowthorpe for mixed tenure 2) Other affordable housing and regeneration schemes 3. South city centre masterplan work	1. Reputation - material breach of contract 2. Change of rules by the government – tighter deadline for bidding for affordable housing grant - deadlines missed 3. Need to establish a future investment programme using funds from Bowthorpe development - Failure to establish investment programme 4. Need to establish deliverable development proposals and funding. 5. Need to identify partner for delivery of affordable housing and care home provision. 6. Funding for some projects may not be obtained	1. Projects halted or delayed 2. Adverse public opinion 3. Increase in local unemployment 4. Funding may have to be returned 5. Core infrastructure and affordable homes may not be delivered	Dep CEO	3	2	4	8 (A)	1. Contract. Strategic Board includes Members and HCA. 2. Officer Implementation Board. 3. Annual Business Plan. 4. Project managers for individual projects. 5. Regular financial and budget reports. 6. Two audit reports gave good assurance on controls. 7. New outline planning permission in April 2012 to provide development framework for phased delivery of the site. 8. Consultants appointed for south city centre masterplan work. 9. Council to take on role of development partner for affordable housing in phase one and care home development partner has been agreed.	2	3	6 (A)					

Details of Risk						Inherent Risk			Key Controls	Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG		Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
A6	Delivery of Joint Core Strategy (JCS). The council, through the Greater Norwich Growth Board, is seeking to promote delivery of the JCS. If delivered, JCS will see more than 30,000 homes built in the greater Norwich area, and 35,000+ jobs created over next 15 years	Delivery of the JCS may be jeopardised by: 1. One or more district councils failing to identify sufficient sites or bring forward detailed development plans to deliver the JCS in the next five years. 2. Markets failing to deliver on preferred development sites identified for housing 3. The government changing allowed approaches to calculating housing land supply to require all the backlog in housing supply that has arisen since 2008 to be met in the next five-year period rather than over the remainder of the plan period of the JCS (ie up to 2026). 4. Failure to deliver the infrastructure required to support development	1. Reputation damage 2. Significant likelihood that the overall development strategy for the Greater Norwich area will not be delivered	Dep CEO	3	3	4	12 (A)	1. Ensuring that strategies being prepared with GNGB colleagues are as robust as possible and firmly grounded in reliable evidence. 2. Inter-authority working based on consensus decision-making ensures all parties are in agreement with the proposed policy framework. 3. All policy work is supported by comprehensive evidence in accordance with government guidelines. 4. Greater Norwich Growth Board responsible for ensuring funding is available for investment in infratsructure to support growth.	2	3	6 (A)					
A7	Community right to challenge	1. The Localism Act includes the community right to challenge. This means that community organisations (along with private contractors if they choose) can challenge the council on the delivery of a service and in doing so trigger a procurement process. This could lead to a fragmentation of services and leave the council with fixed overheads that would need to be paid for by the remaining services. 2. A successful challenge or series of challenges leads to a fragmentation of services	1. Services become fragmented and remaining overheads cannot be mitigated and overall service cost increases.	EHoBRM	All	2	4	8 (A)	1. Keep services under review to ensure they are delivering value for money. 2. If a challenge is successful ensure that the procurement process takes in to account all elements of the service including overheads. 3. Ensure any contracts as a result of challenges are flexible and allow the council to manage budgets.	2	3	6 (A)					

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
A8	Housing Investment Strategy As part of the reform of the HRA the council has taken on a substantial debt to replace the former negative housing subsidy system. This debt will be repaid over a period not exceeding 30 years. In addition to debt repayments the council has adopted a new standard for investment in the housing stock and a commitment to fund a new build programme	1. Should the cost of works increase and/or the level of income reduce, then it may be necessary to review the housing investment strategy. 2. In addition, below inflation/rpi increases in rents will impact on income. 3. Reduction in rental income (arising from a high level of council house sales, increasing debt or other factors). 4. Significant increase in the cost of delivering improvement works	1. Failure to deliver the Norwich Standard within the expected timescale 2. Lack of resources to support a new build programme. 3. Increased tenant dissatisfaction 4. Reduced new build programme.	Dep CEO & CFO	3	3	3	9 (A)	1. Regular review of HRA business plan and housing investment plan to reflect financial position of the HRA. 2. The main control will be the timescale for delivering the Norwich Standard to all properties together with the delivery of any agreed new build programme.	2	3	6 (A)	Opportunity to bid for central government grant to raise the HRA cap to help finance the new build programme	Dep CEO	Invitations to bid to raise the HRA cap July 2014		G
	FINANCE AND RESOURCES																
B1	Public sector funding	1. Further economic decline. 2. Change in national government policy as a result of the economic position 3. New policies and regulations place a major financial burden on the council eg RSG and HRA restructuring.	1. Major reduction in public sector funding, including consequences of changes in funding arrangements for other bodies. 2. Impact on balancing the budget – significant change and financial savings required. 3. Unable to make saving within the required timescales 4. Erosion of reserves 5. Major financial problems 6. Reputation damage 7. Possible industrial action 8. Changes become “knee jerk” 9. Govt intervention 10. Council loses critical mass in key areas 11. Service failures 12. Potential disproportionate impact on the poorest and most vulnerable members of society	CFO	All	5	4	20 (R)	1. Medium Term Financial Strategy incl. reserves policy, financial reporting to BMG& cabinet, transformation projects regularly monitored, MTFS is regularly reviewed and updated. 2. HRA business plan. 3. Weekly review by CLT of government announcements to assess implications and response required.	5	3	15 (A)					

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
B2	Income generation	1. Further economic decline. 2. Under-utilisation of assets 3. CIL (community infrastructure levy) income is below expectations. 4. Collapse in world markets leading to loss of income 5. Low economic growth or recession reduces income 6. Other triggers: a) Bethel St Police Station – market value payment b) Triennial pensions review. c) VAT partial exemption. d) Variable energy prices. e) Increasing voids due to market and economy factors. f) Loss of major tenant. g) GNDP board decision or cabinet decision on CIL investment arrangements	1. Inability to raise capital receipts 2. Impact on balancing the budget – significant change and financial savings required. 3. Decline in income streams (eg rents from investment properties) – insufficient funds to maintain current service levels 4. Unable to make saving within the required timescales 5. Erosion of reserves 6. Major financial problems 7. Reputation damage 8. Govt intervention 9. Council loses critical mass in key areas 10. Service failures 11. Potential disproportionate impact on the poorest and most vulnerable members of society 12. Damage/costs across void portfolio 13. Essential infrastructure to deliver growth in the GNDP area is delayed.	CFO	All	5	4	20 (R)	1. Medium Term Financial Strategy incl. reserves policy, capital and revenue financial reporting to BMG & cabinet, transformation projects regularly monitored, MTFS is regularly reviewed and updated. 2. HRA business plan. 3. GNDP have an agreed investment plan for the Greater Norwich area and have appointed consultants to advise on the use of CIL to help deliver this programme.	3	4	12 (A)					
B3	Level of reserves The council has a legal duty to ensure it has a prudent level of reserves to conduct its business	1. Government policy. 2. Economic climate 3. Reserves fall below acceptable levels	1. Inadequate levels of reserves publicly reported by external auditors 2. Government intervention 3. Impact on reputation of the council	CFO	All	3	4	12 (A)	1. Medium term financial strategy. 2. HRA Business Plan. 3. Planning and delivery of transformation (savings) programme. 4. Contract and business relationship management to identify and respond to business delivery risks. 5. Budget development, in-year monitoring and control	2	3	6 (A)					
B4	Capital developments	1. Housing / other developments may take longer to proceed than planned. 2. Housing / other developments may cost more than planned . 3. Interest rates on debt may rise beyond projections. 4. Developments may not generate planned levels of income.	1. Delay in income streams may put pressure on revenue budgets. 2. Reduced net revenue contribution from developments. 3. May put pressure on revenue budgets / reserves to service debts 4. Pressure on revenue budgets	CFO	All	5	4	20 (R)	1. Medium Term Financial Strategy incl. reserves policy, capital and revenue financial reporting to BMG & cabinet, transformation projects regularly monitored, MTFS is regularly reviewed and updated. 2. HRA business plan.	3	4	12(A)					

Details of Risk						Inherent Risk			Key Controls	Residual Risk			Actions				
Risk No.	**Risk Description**	**Trigger**	**Result**	**Owner**	**Corporate Priorities**	**Likelihood**	**Impact**	**Score and RAG**		**Likelihood**	**Impact**	**Score and RAG**	**Actions**	**Owner**	**Target Date**	**Revised Target Date**	**Action Status RAG**
	PROCESSES AND SYSTEMS																
C1	Emergency planning and business continuity (The council delivers a range of complex services to vulnerable elements of the community. Organisations generally are experiencing significant continuity events once every five years on average)	Occurrence of a significant event: • ICT failure • Contractor collapse • Severe weather events – storms, heatwaves, strong winds • Flooding • Sea level rise • Fuel shortages • Communications failure • Pandemic The council, businesses and members of the public in the city may also be at risk from the local effects of climate change in the medium to long term.	1. Service disruption and inability to deliver services 2. Disruption of the delivery of goods and services to the council 3. Increased requests for council resources and services 4. Health and safety impact on staff and vulnerable residents 5. Damage to council property and impact on tenants 6. Reputation damage 7. Years to recover	Dep CEO & EHoBRM	All	4	4	16 (R)	1. The council is a member of the Norfolk Resilience Forum, which has produced a Norfolk Community Risk Register 2. Business continuity team with access to resources; action plans have been used to deal with actual total City Hall IT failure; alternative site for customer contact team; disaster recovery plan and the use of Blackberries for communications. 3. The council has a major emergency management strategy and emergency planning room established at City Hall. Approach has also been used to test business continuity in the event of the main works contractor changing. 4. Flu pandemic plan. 5. The Norfolk Climate Change Partnership has produced a climate change risk assessment for Norfolk local authorities. 6. Adaptations to protect the council from the local effects of climate change and address the causes are covered by corporate strategies such as the environmental strategy and sustainable community strategy, together with service plans. 7. A new business continuity management policy and framework was approved by cabinet 25 June 2014	4	3	12 (A)					
C2	ICT strategy. The council has transferred its ICT service to LGSS and it will rely on LGSS to develop an ICT strategy for the council	ICT strategy fails to support the organisation moving forward and the lean blueprint for a new council	1. Incoherent approach to ICT systems 2. Systems not customer friendly 3. Systems are not integrated with one and other 4. Drain on resources as staff work around the systems 5. Lack of accuracy in key data 6. Data are unreliable 7. Key information not trusted 8. Hinders management and service improvements 9. Failure to deliver council priorities	EHoBRM	All	3	4	12 (A)	1. NCC has developed an ICT strategic direction document detailing the key areas where ICT is required to support business objectives and change. 2. Management of the LGSS relationship will seek to ensure that NCC requirements are delivered.	2	4	8 (A)					
C3	Information security	1. Sensitive and/or personal data is sent to the incorrect recipient or not kept securely, or is lost 2. Data is emailed to insecure email addresses. 3. Lap top or memory stick containing data is lost or stolen. 4. Information is sent to incorrect addresses. 5. Hard copy data is lost or stolen	1. Fine up to £0.5 million 2. Reputational risk	EHoBRM	5	5	4	20 (R)	1. Regularly remind all managers, employees and members of their responsibilities for the use of and security of data. 2. Avoid using mobile devices to store or process sensitive or personal data. 3. Encrypt lap tops and data sticks when they are used to store or process sensitive or personal data. 4. Proper disposal of confidential waste. 5. Updated IT User Security policy issued June 2013 to all staff and other people who access the councils systems (e.g. partners, contractors etc.) 6. The council has achieved public sector network (PSN) & payment card industry (PCI) compliance	3	4	12 (A)	Review IT user security policy	Systems support team leader	September 2014		G

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
C4	Failure of major contractor or legal challenge following an unsuccessful tender bid	1. The council has a number of key contractors who may be vulnerable to market and economy factors. 2. In addition the number of legal challenges (and therefore injunctions preventing a contract award) is increasing due to the financial pressures and reducing workload 3. Key contractor goes into administration or an injunction is issued preventing the award of a new contract	1. Customer and staff complaints 2. Services not delivered 3. Contingency plans have to be invoked 4. Cost and time to retender contract 5. Cost and time to defend legal challenge 6. Additional unforeseen costs impact delivery of balanced outturn and reserve levels	EHoBRM	5	4	3	12 (A)	1. Monitor major contractors for warning signs and make any necessary contingency plans. Recently put into practice and contingency plans tested. 2. Ensure a robust procurement process is followed in accordance with the appropriate procurement regulations, NCC processes and best practice. 3. NPS JV extended to include works division. This arrangement will enable the JV to carry outwork that was previously contracted to private sector. This approach is in line with the Councils operating model. This will provide enhanced security over the supplier and increased direct control by the council. 4. Contingency budget and allowance for failures within the calculation of prudent minimum balance of reserves 5. More use of shared services reduces size and scope of contracts with private sector providers (eg ICT) 6. Increased use of framework contracts increases resilience against contractor failure.	3	3	9 (A)					
C5	Fraud and corruption	1. Poor internal controls lead to fraudulent acts against the council, resulting in losses. 2. Bribery Act 2010 came into force 1 July 2011 – lack of guidance or policies - council fails to prevent bribery 3. Failure in internal control. 4. Discovery of fraudulent acts. 5. Allegations received. 6. Member of staff or councillor breaks the law.	1. Loss of income or assets 2. Adverse public opinion 3. Effect on use of resources 4. Increased costs of external audit 5. Cost of investigation and rectifying weaknesses 6. Prison	CFO	5	3	3	9 (A)	1. Internal audit 2. Anti-fraud and corruption policy, 3. Payment Card Industry security assessment to protect card payments, 4. National Fraud Initiative, 5. Fraud team, 6. Whistleblowing policy and prosecution policy. 7. Review and update as necessary policies and procedures. 8. Assess risk of bribery, train staff and monitor and review procedures.	2	3	6 (A)					

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG
	LEARNING AND GROWTH																
D1	Industrial action	1. Changes to pension regulations and pay restraint and changes to terms and conditions could lead to industrial action by employees 2. National negotiating framework - failure to agree. 3. Ballot of union members. 4. Implementation of changes to the LGPS. 5. Implementation of government interventions on pay	1. Loss of key services 2. Public safety 3. Loss of income 4. Reputation	EHoSPD	All	3	4	12 (A)	2 stages – managing the threat of industrial action and responding to industrial action 1. Identify and agree with UNISON exemptions from strike action 2. Identify and implement business continuity/contingency plans to maintain essential services and ensure statutory duties are met 3. CLT agree and implement strategy for response to strike action ie assessing the scale of the action, communications, response depending on nature of the action, wider industrial relations implications, deductions from pay etc 4. National and regional guidance 5. Statutory immunities – Trade Union Labour Relations (Consolidation) Act	2	3	6 (A)					

Council Priorities 2012-15:

1. To make Norwich a safe and clean city

2. To make Norwich a prosperous city

3. To make Norwich a city with decent housing for all

4. To make Norwich a city of character and culture

5. To provide value for money services

Details of Risk						Inherent Risk				Residual Risk			Actions				
Risk No.	Risk Description	Trigger	Result	Owner	Corporate Priorities	Likelihood	Impact	Score and RAG	Key Controls	Likelihood	Impact	Score and RAG	Actions	Owner	Target Date	Revised Target Date	Action Status RAG

Annex 2

Summary of Residual Scores for Corporate Risks (18)

Impact							
	Very High	5					
	High	4		**A2, A3, A4, C2**	**B2, B4 C3**		
	Medium	3		**A5, A6, A7, A8, B3, C5, D1**	**C4**	**C1**	**B1**
	Low	2			**A1**		
	Negligible	1					
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
			Likelihood				

Red scores – in excess of the council's risk appetite (score over 15) – action needed to redress, quarterly monitoring. In exceptional circumstances cabinet can approve a residual risk in excess of the risk appetite if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to CLT and cabinet.

Amber scores – likely to cause the council some difficulties (score over 4 and below 15) – quarterly monitoring

Green scores (score under 5) – monitor as necessary

ITEM 14

Local Government Audit Committee Briefing

Contents at a glance

Introduction

This sector briefing is one of the ways that we hope to continue to support you and your organisation in an environment that is constantly changing and evolving. It covers issues which may have an impact on your organisation, the Local government sector and the audits that we undertake. The public sector audit specialists who transferred from the Audit Commission form part of EY's national Government and Public Sector (GPS) team. Their extensive public sector knowledge is now supported by the rich resource of wider expertise across EY's UK and international business. This briefing reflects this, bringing together not only technical issues relevant to the local government sector but wider matters of potential interest to you and your organisation. Links to where you can find out more on any of the articles featured can be found at the end of the briefing, as well as some examples of areas where EY can provide support to Local Authority bodies. We hope that you find the briefing informative and should this raise any issues that you would like to discuss further please do contact your local audit team.

Building a better working world

Economic and sector issues

Economic Outlook

The ITEM Club, one of the UK's foremost independent economic forecasting groups, sponsored by EY, has published its Spring Forecast. With GDP projected to grow 2.9% this year and 2.3% in 2015, and interest rates unlikely to rise until late 2015, the outlook is for a period of 'steady as she goes', with sustained if unspectacular growth underpinned by relatively low inflation. Whilst the report highlights the concern that risks remain, it considers that the UK's economic recovery is on an increasingly firm footing.

The scenario outlined above is seen by the group to be dependent on several things, notably that consumer spending is supplemented by a rebound in business investment and exports — which official figures suggest is starting to happen. The report indicates that this would help the economy to register steady growth in output over the next few years whilst avoiding excessive rises in credit.

The ITEM Club highlights that a key challenge will be maintaining a balance between different areas of the economy, preventing each from expanding too fast or too far e.g. growing workforce keeping wage inflation under control, and the policing of mortgage lending by the FCA limiting house price rises.

DWP Single Fraud Investigation Service

The formation of a Single Fraud Investigation Service (SFIS) was announced in the Chancellor's Autumn Statement. SFIS will exist as a single organisation within DWP, and will be an element of DWP's new Fraud and Error Service. Its role will be to investigate and prosecute Social Security welfare benefits and Tax Credit fraud, bringing together investigations which are currently the remit of DWP, local authorities and HMRC, with prosecutions conducted by the Crown Prosecution Service in England and Wales. DWP has said that it will continue to work with local authorities to ensure that data is shared where permissible.

The main objectives of the scheme as cited by the DWP are:

- To operate under a single policy and set of procedures for investigating all welfare benefit fraud.
- To conduct single investigations covering all welfare benefit fraud.
- To rationalise existing investigations and prosecution policies, improving efficiency, consistency and fairness.
- To enhance closer working between DWP, HMRC and local authorities.
- To bring together the combined expertise of all three services.
- To support the fraud and error integrated strategy of preventing fraud and error in the benefit system by detecting and correcting fraud and punishing and deterring those who have committed fraud.

Economic and sector issues

Some concerns have been raised by Local Authorities and trade unions about the proposals:

UNISON has raised concerns about the proposals to transfer current local authority investigations staff into the Department — a change from the original proposal to remain employed by Local Authorities but work under DWP policies and procedures. This could affect around 790 staff.

The LGA has questioned the need to establish SFIS due to what is in their view the successful record of local authorities on addressing benefit fraud. It has also challenged whether or not SFIS would be able to achieve its stated aim of conducting single investigations covering all welfare benefit fraud, since some elements of fraud against local authority services (such as fraud against localised Council Tax Support scheme, social housing tenancies and Blue Badge disabled parking) would be considered out of scope. This is linked to the concern that by centralising housing benefit fraud investigations, local expertise will be lost.

Implementation is planned to start from October 2014, continuing until March 2016, although the Department is considering a small number of test sites beforehand. Pilots have been running since early 2013 in four local authority areas (Corby Borough Council; Glasgow City Council; London Borough of Hillingdon; Wrexham Council), with an additional pilot in Oldham covering Universal Credit which began in April 2013.

Council service sharing saves taxpayers £350mn

According to the LGA there are now 337 councils engaged in 383 shared service agreements, resulting in £357mn of efficiency savings. The total saved has increased by £83mn since last year, with the biggest increases seen in adult services and culture, leisure and tourism.

At least 95% of all English councils now share services with other local authorities and public sector bodies. Information about shared services is contained in an interactive map on the LGA's website; this map also records external collaboration for the first time. Councils can use this map to develop shared services in their own organisations.

Contracting out public services to the private sector

> "Government is clearly failing to manage performance across the board, and to achieve the best for citizens out of the contracts into which they have entered."

This is a conclusion reached by the House of Commons Committee of Public Accounts (the 'PAC') in March 2014 after the PAC took evidence from the National Audit Office and central government bodies such as the Cabinet Office and Department of Health.

Although aimed at central government, the PAC's report is a timely reminder that for many Local Government bodies, the delivery of public services is increasingly dependent on the interaction between the private and public sectors. However, as pointed out by the PAC, in order for this relationship to result in the efficient delivery of public services, the public sector needs to demonstrate its commitment to effective contract management.

The PAC made a range of recommendations in four key areas. In this briefing we consider contract management and delivery. We will consider Capability, Transparency and Ethical Standards in our next quarterly briefing.

Economic and sector issues

Contract management and delivery

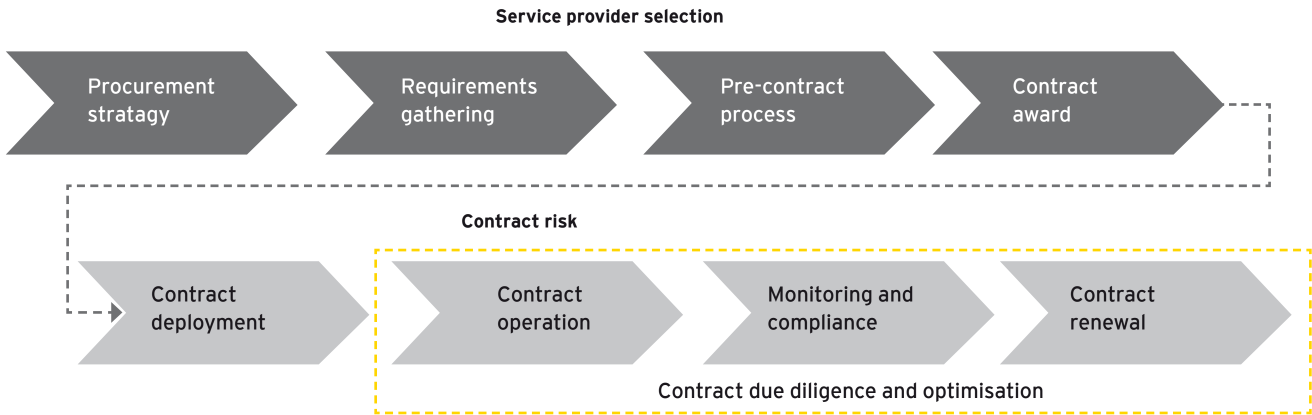
Our own experience suggests that both central and local government invest large amounts of time in selecting service providers, but relatively little time thereafter ensuring that contracts are managed effectively to deliver the intended benefits, and to manage contract risk. The diagram below illustrates the relevant phases of the overall contract process.

Critically, we often find that performance indicators are not considered in detail or agreed until after contracts have been awarded. Accordingly, there is a risk that these indicators:

- Are not effectively targeted towards the required performance objectives and/or.
- Are not subject to audit because of a lack of access rights.

Furthermore, as identified by the PAC, penalties for non-performance are not always enforced even where they are available and identified. The failure to enforce penalties only increases the likelihood of continued under-performance in the delivery of public services and the sense that the public sector does not take contract management seriously.

The PAC report therefore highlights an opportunity for Local Government bodies to both save money and increase public confidence in the use of public funds, through effective contract management.



Accounting, Auditing and Governance

Accounting for schools in local authorities

CIPFA has recently held a single issue consultation on Accounting for Schools in Local Authorities in England and Wales relating to the 2014/15 Code of Practice on Local Authority Accounting in the United Kingdom. The 2014/15 Code will apply to accounting periods starting on or after 1 April 2014. The consultation focuses largely on the application of the 2014/15 Code's provisions on primarily the Group Accounting Standards, and sets out CIPFA/LASAAC's proposals for developing an addendum for the 2014/15 Code. The Working Group has concluded that for local authority maintained schools (including community schools, voluntarily controlled, voluntary aided and foundation schools), the balance of control is with the local authority, and their transactions should therefore be included in the local authority financial statements. The Working Group has considered the practical implications and recommends that consideration is given to schools being included in the local authority single entity financial statements. The consultation closed on 4 April 2014.

Accounting for infrastructure projects within enterprise zones and tax increment financing funded programmes

The Local Authority Accounting Panel (LAAP) has issued a discussion paper on this topic to assist local authorities who are considering such schemes. There are a number of initiatives involving local authorities investing in infrastructure or other development projects on the basis that the investment will result in increased business rates yields which can be used to finance the cost. However, there is a risk that projections of incremental income may not be wholly reliable, and there are also accounting issues which may determine whether a project is viable. The local authority will need to consider the extent to which they are a principal or an agent, the accounting implications for the various vehicles in which they may acquire an interest, and the potential for a revenue deficit in the early part of the programme as costs are incurred in advance of income being receivable. The potential revenue deficit is the issue which is most likely to threaten a project's viability, as costs may be incurred in advance of new income being receivable, and councils are obliged to budget to break even each financial year.

Accounting, Auditing and Governance

A Framework for Audit Quality

The International Auditing and Assurance Standards Board (IAASB) published a report on 18 February 2014 on audit quality with the aim of generating positive discussions within organisations to improve audit quality. 'A Framework for Audit Quality – Key elements that create an environment for audit quality' sets out three key objectives:

- Raising awareness of the key elements of audit quality.
- Encouraging key stakeholders to explore ways to improve audit quality.
- Facilitating greater dialogue between key stakeholders on the topic.

The Framework recognises that there is no universally accepted definition of audit quality and has set out various factors which they consider contribute to audit quality at the engagement, audit firm and national levels. It highlights the importance of a range of contextual factors, including laws and regulations, the litigation environment, corporate governance, and the financial reporting framework, which together can impact the nature and quality of financial reporting and, directly or indirectly, audit quality.

The IAASB will maintain a focus in 2014 to encourage dialogue on audit quality.

Future of Local Audit

Following the receipt of Royal Assent by the Local Audit and Accountability Act 2014 in January 2014, approval of secondary legislation will be required in order to give effect to many of the provisions of this Act. Following a consultation on this secondary legislation, which closed in December 2013, the Government has now published its response. The consultation paper covered the following areas:

- **Smaller authorities' regulations**, including draft regulations for a specified person to appoint auditors to smaller authorities. The Government does not intend to allow smaller bodies to opt out of this regime during a contract period, nor to allow the specified person to forcibly opt out a body; authorities which exceed the £6.5mn threshold, or choose to undergo a full code audit will automatically be opted out. The Government proposes to specify a maximum contract period of five years. The consultation also set out the Government's policy intention for smaller bodies with turnover not exceeding £25,000 per annum to be exempt from routine audit. There are several circumstances where the exemption will not apply, including during the first three years after the authority is established, and authorities which qualify for the exemption may still choose to have an audit.

Accounting, Auditing and Governance

- **Auditor panel and auditor independence regulations**; the draft regulations extend the definition of an independent panel member, set out the minimum membership of an auditor panel, and apply several existing local authority enactments to panels. An audit committee can already act as an auditor panel provided it has an independent chair and majority. Several authorities may share an audit panel, and where authorities have opted in to national procurement arrangements, the Government intends that the requirement to appoint an auditor panel will not apply. This section of the consultation also covers auditor resignation and removal; which the Government expects to be a rare occurrence.
- **Eligibility and regulations of auditors**; a local audit register will be published containing the names of those deemed competent to take primary responsibility for a local audit. An appropriate qualification will be considered necessary, but not sufficient – individuals will also need an appropriate level of competence. The draft regulations also contain thresholds defining which bodies' audits will be considered a 'major local audit' and hence subject to quality monitoring from the Financial Reporting Council's Audit Quality Review team. The Government is considering how to clarify some of the definitions in these regulations.
- **Conduct of local audit** – the Government intends to modify the requirement for some bodies (including Port Health Authorities and Internal Drainage Boards) to consider a public interest report or recommendation within one month, to 'as soon as is practicable'.
- **Accounts and Audit Regulations**; this section of the consultation covered the provisions for financial management, internal control and internal audit, as well as the process for preparing and approving the statement of accounts. Comments were also invited on bringing forward the timetable for local government audit, and on changes to the framework for the exercise of public rights of inspection and objection. The Government intends to keep public inspection rights, but to address the issues surrounding low take-up of these rights in the draft regulations proposed for consultation in May 2014.

The Government plans to amend the draft regulations in line with the responses noted above and to issue a further consultation in May 2014 covering further regulations associated with smaller authorities, regulations to allow for the establishment of a sector-led body to procure and appoint local auditors, and Accounts and Audit regulations. The intention is that these regulations will be laid before Parliament later this year.

Regulation News

Role of the Chief Finance Officer in the Local Government Pension Scheme

CIPFA has issued a consultation draft on the role of the CFO in the Local Government Pension Scheme (LGPS), as a supplement to the statement on the role of the CFO in Local Government. The statement sets out five principles, including a summary, shown below. The supplement on the LGPS sets each of these principles in the context of the financial management of the LGPS, which highlight the importance of the role of the CFO in relation to the LGPS.

The CFO in a public service organisation:

- Is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest.
- Must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the organisation's financial strategy.
- Must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the CFO:

- Must lead and direct a finance function that is resourced to be fit for purpose.
- Must be professionally qualified and suitably experienced.

Future of NFI and counter fraud following the closure of the Audit Commission

The Audit Commission's National Fraud Initiative matches data from 1,300 public sector and 77 private sector organisations. The outcomes since 1996 include the prevention and detection of pension overpayments, council tax single person discounts incorrectly awarded, and housing benefit overpayments, together worth over £860mn. Following the closure of the Audit Commission in March 2015, the NFI will transfer to the Cabinet Office.

The Chartered Institute of Public Finance and Accountancy (CIPFA) will also take on some of the Audit Commission's counter fraud roles. The counter-fraud function currently undertaken by the Commission will transfer to a new public sector 'Counter Fraud Centre', which will be established by CIPFA. Existing counter-fraud work undertaken by the Commission includes the annual 'Protecting the Public Purse' report, tailored fraud briefings for local authorities, and the survey of fraud and corruption in England. The new Centre will build on this existing work and

Regulation news

introduce new practical guidance for tackling fraud and corruption. Although CIPFA will not have the same statutory powers as the Commission, it intends to continue the annual comprehensive survey of fraud and corruption, as well as expanding the Counter Fraud Centre's reach beyond local government.

Government consultation on flexibility in the use of capital receipts

Between July and September 2013, the Government ran a consultation on allowing capital receipts from new asset sales to be used for one-off revenue purposes. The results of this consultation have now been published. The aims of the proposal were to encourage good asset management planning, and to enable additional resources from asset sales to give flexibility for reforming, integrating or restructuring services. The response to the consultation was clearly positive, so as part of the Autumn Statement the Government announced that they will allow some flexibility for local authorities to use £200mn of receipts from asset sales across 2015/16 and 2016/17 to fund one-off costs of service reforms. Authorities will have to bid for a share of this allowance, and permission for flexible use of capital receipts will be through a capitalisation direction from the Secretary of State under section 16(2)(b) of the Local Government Act. Capital receipts obtained prior to the issue of this consultation will not be allowed to be used for this purpose as one aim of the policy is to encourage new asset sales. As part of the bid process, local authorities will need to assess the extent to which the asset sales are additional to sales which would have occurred anyway.

Consultation on the process for setting up a new town/parish council

The Government ran a consultation ending in May 2014 on a proposal to make it easier to set up a new town or parish council. The proposed new measures are intended ease the process by reducing the burden from the current Community Governance Review process. The current process requires either the Local Authority to carry out a review, or the local community petitioning the Local Authority to create a new parish council, as part of which process the petitioner must also propose the boundaries of the new parish. A minimum number of signatories to the petition are required, depending on the size of the neighbourhood area in question, and the high number required can be a barrier to local campaigns. The current process is also relatively slow, as the required twelve month timescale does not include time for the Local Authority to carry out preparatory work. The proposed new measures include lowering the thresholds of signatures required, shortening the amount of time the Local Authority can take to carry out a Community Governance Review, and allow Neighbourhood Forums to trigger a Community Governance Review.

Audits in 2014/15: work programme and scale fees

Following consultation, the Audit Commission has confirmed the work programme and fee scales for the audit of the accounts for 2014/15 for local government, fire, police and health bodies (including CCGs). The scale fee for individual Local Government bodies is available on the Audit Commission website.

Regulation news

The Audit Commission expects to close on 31 March 2015, as a result of the provisions of the Local Audit and Accountability Act 2014. It will set the fees and work programme for 2015/16, which will be the first year of audit following their closure. The responsibility for overseeing the audit contracts of nearly 11,000 public organisations, spanning local authorities, police, health, fire bodies and rescue services, and for setting fees under them, will pass to a transitional body from April 2015. Ministers have announced that this body will be an independent private company to be set up by the Local Government Association. It will also have responsibility for the Value for Money Profiles tool. The Commission's current contracts with audit suppliers will run until 2016/17, with a possibility of extension up to 2020. Following this, audited bodies will be able to appoint their own auditors.

Award of Audit Contracts

Prior to the decision to abolish the Audit Commission's audit practice, approximately 30% of local public audits were carried out by private sector audit firms. In April 2013 the Audit Commission announced that it would be retendering these contracts which had been awarded in 2006 and 2007.

Following a competitive tendering process, the Audit Commission confirmed the award of two year contracts to:

- BDO LLP, to the value of £4.6mn a year, covering audits in the South.
- EY LLP, to the value of £9.6mn a year, covering audits in the North and the South.
- KPMG LLP, to the value of £9.6mn a year, covering audits in the North and the South.

There will now be a consultation with the audited bodies concerned on the appointment of auditors, prior to putting the appointments to the Audit Commission Board for approval in December 2014.

Key Questions for the Audit Committee

What questions should the Audit Committee be asking itself?

Following client feedback we have introduced a section which draws together some of the key messages from the briefing for consideration by Audit Committee members:

- What impact will the introduction of the SFIS have on our capacity and expertise to tackle other areas of fraud risk, such as council tax, business rates, housing and other corporate fraud?
- Is there scope for us to take advantage of further opportunities for efficiency savings resulting from joint working with other public sector bodies?
- Where joint working arrangements are already in place, are they still fit for purpose or do we need to consider modifying the arrangements in line with our changing challenges and priorities?
- What level of governance does our organisation have around contract management and delivery with both our public and private sector partners?
- How can we work with our audit engagement team to improve audit quality?

Find out more

Economic Outlook

For the full analysis go to:

http://www.ey.com/UK/en/Issues/Business-environment/Financial-markets-and-economy/Economic-Outlook

DWP Single Fraud Investigation Service

Read more about the proposals at:

https://www.gov.uk/government/collections/single-fraud-investigation-service

Council service sharing saves taxpayers £350mn

Find out more at http://www.local.gov.uk/shared-services-map

Contracting out public services to the private sector Read the NAO report at:

http://www.nao.org.uk/wp-content/uploads/2013/11/10296-001-BOOK-ES.pdf

To find out how EY can help with contract management, contact a member of your engagement team.

Accounting for schools in local authorities

The consultation has now closed, however, you can view the details at:

http://www.cipfa.org/SingleIssueITCAccountingforSchoolsinLocalAuthorities

Accounting for Infrastructure Projects within Enterprise Zones and Tax Increment Financing Funded Programmes

Read more at:

http://www.cipfa.org/-/media/files/policy%20and%20guidance/panels/local%20authority%20accounting%20panel/accountingforenterprisezones.pdf

A Framework for Audit Quality

The publication can be found in the 'Focus on Audit Quality' section of the IAASB's website:

https://www.ifac.org/auditing-assurance/focus-audit-quality

Future of Local Audit

Find out more at:

https://www.gov.uk/government/consultations/future-of-local-audit-consultation-on-secondary-legislation

Role of the Chief Finance Officer in the Local Government Pension Scheme

Find out more at:

http://www.cipfa.org/-/media/files/policy%20and%20guidance/consultations/140211role%20of%20the%20chief%20finance%20officer%20in%20the%20lgpsconsultation%20draft.pdf

Find out more

Future of NFI and counter fraud following the closure of the Audit Commission

Further information is available at:

http://www.audit-commission.gov.uk/2014/03/commissions-national-counter-fraud-function-will-go-to-safe-hands/

Government consultation on flexibility in the use of capital receipts

Details of the response to the Government's consultation are available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300060/Proposals_for_the_use_of_capital_receipts_from_asset_sales_to_invest_in_reforming_services_-_response_to_consultation.pdf

Consultation on the process for setting up a new town / parish council

Details of the consultation are available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/297813/Consultation_on_a_proposal_to_use_a_Legislative_Reform_Order_for_making_it_easier_to_set_up_a_town_and_parish_council.pdf

Audits in 2014/15: work programme and scale fees

The scale fees are published at:

http://www.audit-commission.gov.uk/audit-regime/audit-fees/201415-work-programme-and-scales-of-fees/

Award of Audit Contracts

Read the Audit Commission press release at:

http://www.audit-commission.gov.uk/2014/03/the-audit-commissions-legacy-includes-a-further-25-per-cent-reduction-in-annual-audit-fees/

EY | Assurance | Tax | Transactions | Advisory

About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

Ernst & Young LLP

The UK firm Ernst & Young LLP is a limited liability partnership registered in England and Wales with registered number OC300001 and is a member firm of Ernst & Young Global Limited.

Ernst & Young LLP, 1 More London Place, London, SE1 2AF.

ED None

1486174.indd (UK) 06/14. Artwork by Creative Services Group Design.

In line with EY's commitment to minimise its impact on the environment, this document has been printed on paper with a high recycled content.

ey.com/uk