

County Offices  
Newland  
Lincoln  
LN1 1YL

3 July 2020

**In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.**

### **Audit Committee**

A meeting of the **Audit Committee** will be held on **Monday, 13 July 2020 at 11.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Audit Committee and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link: <https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=5491&Ver=4> where a live feed will be made available on the day of the meeting.

Yours sincerely



Debbie Barnes OBE  
Chief Executive

### **Membership of the Audit Committee**

**(7 Members of the Council and 2 Non-Voting Added Members)**

Councillors Mrs S Rawlins (Chairman), A J Spencer (Vice-Chairman), P E Coupland, A P Maughan, R B Parker, P A Skinner and A N Stokes

### **Non-Voting Added Members**

Mr I Haldenby, Independent Added Member  
Mr A Middleton, Independent Added Member



**AUDIT COMMITTEE AGENDA  
MONDAY, 13 JULY 2020**

<b>Item</b>	<b>Title</b>	<b>Pages</b>	<b>Estimated Time</b>
<b>1</b>	<b>Apologies for Absence</b>		
<b>2</b>	<b>Declaration of Members' Interests</b>		
<b>3</b>	<b>Minutes of the meeting held on 15 June 2020</b>	5 - 12	
<b>4</b>	<b>Internal Audit Annual Report 2019/20</b> <i>(To receive a report by Lucy Pledge (Head of Internal Audit and Risk Management), which gives the Head of Internal Audit opinion on the adequacy of the Council's Governance, Risk and Control environment and delivery of the Internal Audit plan for 2019/20)</i>	13 - 48	11.10 am
<b>5</b>	<b>Approval of the Council's Annual Governance Statement 2019/20</b> <i>(To receive a report by Lucy Pledge (Head of Internal Audit and Risk Management), which invites the Committee to approve the Statement and recommend it for adoption by the County Council)</i>	49 - 78	11.25 am
<b>6</b>	<b>Monitoring Officer's Annual Report</b> <i>(To receive a report from David Coleman (Monitoring Officer), which introduces the Annual Report of the Monitoring Officer for 2019/20)</i>	79 - 86	11.30 am
<b>7</b>	<b>Local Government Association Model Code of Conduct</b> <i>(To receive a report from David Coleman (Monitoring Officer), which informs the Committee of the publication by the Local Government Association (LGA) of a consultation draft of a model Code of Conduct for Council members and invites the Committee to consider how to respond to the consultation draft issued by the LGA)</i>	87 - 116	11.50 am
<b>8</b>	<b>Information Assurance Annual Report 2019/20</b> <i>(To receive a report by David Ingham (Head of Information Assurance), which presents the Information Assurance Annual Report 2019/20)</i>	117 - 132	11.55 am
<b>9</b>	<b>Draft Statement of Accounts 2019/20</b> <i>(To receive a report by Michelle Grady (Assistant Director – Strategic Finance), which invites the Committee to scrutinise and comment on the draft Statement of Accounts 2019/20)</i>	133 - 378	12.15 pm

**10 Work Plan**

379 - 386

12.35 pm

*(To receive a report by Lucy Pledge (Head of Internal Audit and Risk Management), which invites the Committee to consider its work plan for the coming months)*

**Democratic Services Officer Contact Details**

Name: **Cheryl Evans**  
Direct Dial **07387 133755**  
E Mail Address [cheryl.evans@lincolnshire.gov.uk](mailto:cheryl.evans@lincolnshire.gov.uk)

**Please Note:** for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:

<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**AUDIT COMMITTEE  
15 JUNE 2020**

**PRESENT: COUNCILLOR MRS S RAWLINS (CHAIRMAN)**

Councillors A J Spencer (Vice-Chairman), P E Coupland, A P Maughan, R B Parker, P A Skinner and A N Stokes

Officers in attendance:-

Andrew Crookham (Executive Director Resources), Dianne Downs (Team Leader - Counter Fraud and Investigations), Cheryl Evans (Democratic Services Officer), Michelle Grady (Assistant Director for Strategic Finance), Sue Maycock (Head of Finance (Corporate)), Mike Norman (External Auditor, Mazars), Lucy Pledge (Head of Internal Audit and Risk Management), Alastair Simson (Principal Auditor), Matthew Waller (Internal Audit Manager) and Rachel Wilson (Democratic Services Officer)

52 APOLOGIES FOR ABSENCE

There were no apologies for absence.

53 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest at this point in the meeting.

54 MINUTES OF THE MEETING HELD ON 10 FEBRUARY 2020

RESOLVED

That the minutes of the meeting held on 10 February 2020 be signed by the Chairman as a correct record.

55 STATEMENT OF ACCOUNTS 2019/20 - ACCOUNTING POLICIES

Consideration was given to a report by Sue Maycock, Head of Finance – Corporate, which summarised changes to the Code of Practice on Local Authority Accounting. These changes would be incorporated into the 2019/20 Statement of Accounts for Lincolnshire County Council and the Lincolnshire Pension Fund; the broad requirements of the Accounts and Audit Regulations 2015, that confirmed that there were no changes to these which would impact on the 2019/20 Statement of Accounts themselves; the key change to the reporting timescales, as set out in the Accounts and Audit (Coronavirus) (Regulations) 2020; and the review of the Council's Accounting Policies for both the main financial statements and the Lincolnshire Pension Fund statements.

Members were provided with the opportunity to ask questions to the officers present and some of the points raised during discussion included the following:

- Queries were raised regarding the value of property, and that opinions on what properties were worth could be particularly difficult in relation to commercial properties. However, the Committee was advised that most of the properties owned by the Council were not commercial. The disclosures would report the valuations that had been made. The Council's external auditors advised that some correspondence had been prepared with valuations, and it was acknowledged that there were difficulties in getting market valuations at this time, however, their own valuers had given advice regarding the valuations which had been discussed with officers.
- It had been explained to the Committee that there were no changes that would have a financial impact, and it was suggested whether it could be set out clearly in the report that the financial team had reviewed the information and there would be no significant impact on the accounts. Officers advised they would take this suggestion on board when they were preparing the following years report.

#### RESOLVED

1. That the Committee changes required to the Statement of Accounts from the Code of Practice 2019/20 be noted;
2. That the amended deadline of 30 November 2020 for publication of the audited Statement of Accounts 2019/20 be noted;
3. That the Statement of Accounting Policies (as attached at Appendix A to the report) be approved for use in preparing the Council's accounts for the financial year ending 31 March 2020.
4. That the Statement of Accounting Policies (as attached at Appendix B of the report) be approved for use in preparing the Local Government Pension Scheme (LGPS) Pension Fund for the financial year ending 31 March 2020.

#### 56 REVIEW OF GOVERNANCE FRAMEWORK AND DEVELOPMENT OF THE ANNUAL GOVERNANCE STATEMENT 2019/20

Consideration was given to a report by Lucy Pledge, Head of Internal Audit and Risk Management, which provided the Committee with the opportunity to review the contents of the draft Annual Governance Statement to ensure it accurately reflected the Committee's understanding of the Council's governance and assurance arrangements.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- Reference was made to progress that had been made in IT governance, and it was queried whether there could be any more detail on this included such as improvements which had been implemented.

- It was queried whether the Business World re-engagement progress could be reworded as it was due to be delivered by December 2019, and so it was not on track as suggested.
- It was queried whether there could be more detail added in relation to the new capital strategy processes which had been introduced in April 2020.
- The Overview and Scrutiny Management Board was due to have a paper at its meeting at the beginning of July looking at new ways of monitoring the IT improvements. This would be circulated to all members of the Audit Committee for information.
- It was noted that the medium term financial plan would be reviewed and revised over summer 2020 and there were plans in place to capture all additional costs from the Covid-19 pandemic.
- The capital strategy had not been reported to the Audit Committee as it was part of the budget papers which had been considered by the Overview and Scrutiny Management Board and Executive.
- It was noted that the Council had received £35million as an emergency grant from government for the Covid-19 pandemic.
- It was noted that unlike districts, the County Council did not rely on income from things such as car parks, etc. It was queried whether the grant would be sufficient to cover all the additional costs. Members were advised that specific cost codes had been set up so costs could be easily monitored. Budget holders were reporting back to the finance team on a regular basis.
- Districts had been affected to a greater degree financially, due to a loss of income from parking fees, planning fees and other discretionary income.
- Previously, the Chief Executive had highlighted some areas of concern regarding the workforce, specifically challenges around recruitment in key areas, such as social work. It was noted that this did not seem to be highlighted in the risk register. Members were advised that this was still an issue for the Council, and the dynamics had changed significantly since the pandemic was declared, particularly around wellbeing, and recruitment and retention of staff. There had also been an impact on communities and how the Council worked. Officers would go back to the Chief Executive to see if a report needed to be brought back to the Committee with more detail around this.

#### RESOLVED

1. That it be recorded that the contents of the draft Annual Governance Statement 2020 accurately reflected how the Council was run.
2. That the Statement included the significant governance issues/key, risks which the Committee would expect to be published.

(NOTE: Councillor A Spencer left the meeting at this point and did not rejoin)

**57 EXTERNAL AUDIT STRATEGIES - LINCOLNSHIRE COUNTY COUNCIL  
AND LINCOLNSHIRE PENSION FUND 2019/20**

Consideration was given to a report by Mike Norman, Mazars, the Council's external auditors which presented three reports on their 2019/20 audit strategies for Lincolnshire County Council and the Lincolnshire Pension Fund and a progress report on these.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- In terms of management override of controls (p.134 of the agenda pack) it was queried how it would be ensured that this management oversight would be delivered. It was clarified that this was more about a value for money point of view and whether the Council had adequate controls in place to deliver the budgets.
- In terms of the risk identified in the Annual Governance Statement around management oversight, this had been picked up in the peer review carried out in September 2019.
- The pensions investment valuations were highlighted as a concern as they were based on unquoted investments.

**RESOLVED**

That the external audit strategies and progress report be noted.

**58 COUNTER FRAUD ANNUAL REPORT 2019/2020**

Consideration was given to a report presented by the Head of Internal Audit and Risk Management which provided information on the overall effectiveness of the authority's arrangements to counter fraud and corruption and reviewed the delivery of the 2019/20 counter fraud work plan.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised included the following:

- In relation to p.144 of the agenda pack, it was highlighted that the level of funds recovered was £124k but in the Annual Report the figure was £114k. It was clarified that the figure for 2019/20 was £114k
- In terms of the benchmarking of data, which was acknowledged was difficult due to the different risk profiles of different organisations, it was queried how extensive were the counter fraud teams of authorities around the country. Members were advised that not all authorities had a dedicated counter fraud team. Lincolnshire had had an established team since around 2010. Data was benchmarked against the CIPFA code of practice.
- There had been some pro-active staff, particularly around identifying fraudulent claims in relation to Covid-19.



- It was noted that counter fraud was not a mandatory activity, and in terms of best practice, Lincolnshire County Council had been recognised on a number of occasions. The County Council had also been credited in a number of case studies as examples of delivering good practice.
- It was queried where it was thought the vulnerabilities were in relation to fraud around Covid-19. Members were advised that the Finance Team had done a lot of work around due diligence and where the authority was passporting funding, that it was appropriate and there were a reasonable level of controls in place. It was also planned to re-examine the counter fraud plan and look at the fraud risk register around Covid-19. It was also noted that the government was sharing intelligence where there had been a spike in fraud and scams. There was also co-ordinated work taking place within the council with Trading Standards.
- The government had previously highlighted that there was a heightened risk of fraud during emergency situations. Unusual payments were being reviewed and the Counter Fraud Team was working closely with Business Support. It was noted that there was a current live investigation following proactive work with payments analysis.
- It was commented that 87% of the fraud plan had been completed, and it was queried whether there was an issue with resources being made available to the Team. It was acknowledged that the Team did have stretch targets, as it was a high performing team. The areas of the plan that were not completed were regarding policy updates which were due to be completed in February 2020, however the Team had to respond to the developing emergency situation.
- It was highlighted that expenses fraud was an area that officers had particular concerns about, but the increase in referrals had not come from awareness work, but from managers identifying claims and officers had been working with HR colleagues.
- In terms of social care and financial abuse, it was more likely the risk would be to the service user than the council directly. It was noted that a lot of proactive work was carried out in this area, and the Team worked with Trading Standards and the Police to raise awareness of scams.
- Officers were congratulated for a thorough report and for the hard work of the Team.
- It was confirmed that a report could be brought back to a meeting later in the year which updated the Committee on how the emergency was responded to and how the additional money received from government was spread between directorates.

## RESOLVED

That the overall effectiveness of the Council's arrangements to counter fraud and corruption and the progress made to implement policy be noted.

**59      INTERNAL AUDIT PROGRESS REPORT**

Consideration was given to a report presented by the Principal Auditor which provided the Committee with details of the audit work completed to 22 May 2020; advised on progress of the 2019/20 plan and advised on progress of the 20/21 plan and the impact of Covid-19.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- It was planned for the original plan for 2020-21 to be revised in September, and the areas of safeguarding for adults and children and work with the Lincolnshire Resilience Forum (LRF) would be picked up by this.
- It was noted that the Corporate Leadership Team received regular updates on strategic and operational risks including safeguarding.
- In relation to the LRF, governance structures and how they aligned with the authority's working processes would be examined and assurance around this area would be reported.
- It was clarified that the audit in relation to the Mosaic system was conducted in relation to a very narrow area. Mosaic had been highlighted as a key risk area within the Council and a very narrow review of internal use had been carried out.
- In relation to p.173 of the agenda pack, it was highlighted that the work around Property Health and Safety – Legionella Bacteria was of particular importance during this time as many buildings were not in regular use due to council staff working from home for a substantial period of time.

**RESOLVED**

That the outcomes of Internal Audit's work be noted.

**60      FORWARD PLAN**

Consideration was given to a report which provided the Committee with information on the core assurance activities scheduled for the 2020/21 forward plan.

Members were reminded that it was planned to hold a workshop in the autumn in relation to fraud and recovery and decision making. It was noted that it was likely that this would be taking place virtually.

It was also noted that some of the agenda items from the March meeting (which had been cancelled due to the Covid-19 pandemic) had been rescheduled for meetings later in the year.

**RESOLVED**

1. That the Forward Plan, as presented, be noted.

2. That the actions identified in the Action plan, be noted.

61     REPORTS FOR INFORMATION

62     FEE SCALE FOR THE AUDIT 2020/21 AND UPDATE ON 2019/20

The letter in relation to the Fee Scale for the Audit 2020/21 and update on 2019/20 was attached to the agenda pack for information.

The meeting closed at 11.36 am

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**Open Report on behalf of Andrew Crookham, Executive Director -  
Resources**

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Internal Audit Annual Report 2019/20</b>

**Summary:**

This report gives the Head of Internal Audit opinion on the adequacy of the Council's Governance, Risk and Control environment and delivery of the Internal Audit plan for 2019/20.

**Recommendation(s):**

That the Committee:

- (1) Consider the content of the Head of Internal Audit Annual Opinion and Report and any actions it may wish to take.
- (2) Review the results of Internal Audit work and delivery of the Internal Audit Plan - evaluating the overall effectiveness of the Internal Audit function in discharging its statutory responsibilities and meeting the Council's 'third line of defence' assurance needs.

**Background**

1. The Annual Internal Audit Report aims to present a summary of the audit work undertaken over the past year. In particular:
  - Include an opinion on the overall adequacy of and effectiveness of the governance framework and internal control system and the extent to which the Council can rely on it;
  - Inform how the plan was discharged and of overall outcomes of the work undertaken;
  - Draw attention to any issues particularly relevant to the Annual Governance Statement.
2. The detailed report is attached in Appendix A.

## Conclusion

3. Our internal audit service continues to work with the Audit Committee and management to help the Council maintain effective governance, risk and control processes.
4. In forming my opinion I have also drawn upon other assurance intelligence in the Council – for example:
  - Combined Assurance Report
  - Information Assurance Annual Report
  - Monitoring Officer Annual Report
  - Risk management
  - Performance
  - Health and Safety
  - Procurement
5. For the twelve months ended 31 March 2020 the Council's arrangements for governance, risk management and control is unaffected by the coronavirus. That said, my opinion needs to be contemporary and take into account its impact on the Council's governance, risk and control environment.
6. Taking all the information into account - I have assessed the:

<b>Governance</b> 	<b>Performing Adequately</b> – Some improvements identified over the Council's Governance, Risk and Control framework or to manage medium risks across the Council
<b>Risk</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Internal Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Financial Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council

This opinion is however **caveated** as it **not possible for us to quantify** the additional risk arising from the Council's response and recovery or the overall impact on the framework of governance, risk management and control.

7. The content of the Internal Audit Annual report has also informed the development of the Councils' Annual Governance Statement 2020 – due to be approved at this Committee.
8. We have also delivered **94%** of the revised audit plan to agreed performance of 100% target. The original audit plan of 1075 days was approved in March 2019. This plan was reduced in November to 851 days as approved by Corporate Leadership Team and the Audit Committee in November 2020. Additional resources had been secured but deployment and employment was affected by Covid-19. We are commencing another recruitment of a Senior Auditor following a number of internal promotions.
9. Assurance Lincolnshire conforms to the UK Public Sector Internal Audit Standards. This has been assessed through our Quality Assurance Framework and self-assessment as well as an external quality assessment completed autumn of 2016. We are due for an external assessment in 2021.

A quality assurance improvement plan is in place to help us continually improve and develop.

Our plan includes:

- Working with senior management improve progress and delivery monitoring / audit scheduling.
- Continuing professional development around new and emerging practice guidance.
- Adopting current thinking on LEAN methodology to deliver efficiencies, improve productivity and optimise the way we work- including better use of technology. / data analytics.
- Improving our performance management systems.
- Building resilience, empowerment and accountability within the team.

9. We continue to receive excellent feedback on our work and have a quality assurance improvement plan in place to help us continually improve and develop.

## **Consultation**

### **a) Have Risks and Impact Analysis been carried out?**

No

### **b) Risks and Impact Analysis**

N/A

## Appendices

These are listed below and attached at the back of the report	
Appendix A	Internal Audit Annual Report 2019/20

## Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Lucy Pledge, who can be contacted on 01522 553692 or [lucy.pledge@lincolnshire.gov.uk](mailto:lucy.pledge@lincolnshire.gov.uk) .



# Internal Audit Annual Report 2020



## **What we do best...**

**Innovative assurance services**  
**Specialists in internal audit**  
**Comprehensive risk management**  
**Experts in countering fraud**

## **...and what sets us apart**

**Unrivalled best value to our customers**  
**Existing strong regional public sector  
partnership**  
**Auditors with the knowledge and expertise to  
get the job done**  
**Already working extensively with the not for  
profit and third sector**

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Assurance Lincolnshire Partnership

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Details of Limited / Low Assurances  
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Glossary of Terms

**Lucy Pledge CMIIA QIAL** - Head of Internal  
Audit & Risk Management  
**Matt Waller** - Team Leader

[lucy.pledge@lincolnshire.gov.uk](mailto:lucy.pledge@lincolnshire.gov.uk)

[matthew.waller@lincolnshire.gov.uk](mailto:matthew.waller@lincolnshire.gov.uk)

This report has been prepared solely for the use of Members and Management of Lincolnshire County Council. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

The matters raised in this report are only those that came to our attention during the course of our work – there may be weaknesses in governance, risk management and the system of internal control that we are not aware of because they did not form part of our work programme, were excluded from the scope of individual audit engagements or were not brought to our attention. The opinion is based solely the work undertaken as part of the agreed internal audit plan.

# Purpose of Annual Report

The purpose of the Annual Internal Audit Report is to meet the Head of Internal Audit annual reporting requirements set out in the Public Sector Internal Audit Standards (PSIAS) and the Accounts and Audit Regulations 2020. In particular:-

- Include an opinion on the overall adequacy of and effectiveness of the Council's governance, risk and control framework and therefore the extent to which the Council can rely on it;
- Inform how the plan was discharged and the overall outcomes of the work undertaken that supports the opinion;
- A statement on conformance with the PSIAS and the results of the internal audit quality assurance;
- Draw attention to any issues particularly relevant to the Annual Governance Statement.

## Annual Opinion

For the twelve months ended 31 March 2020 the Council's arrangements for governance, risk management and control is unaffected by the coronavirus. That said, my opinion needs to be contemporary and take into account its impact on the Council's governance, risk and control environment.

Based on the work we have undertaken and information from other sources of assurance, my opinion on the adequacy and effectiveness of the Council's arrangements for governance, risk management and control is:

<b>Governance</b> 	<b>Performing Adequately</b> – Some improvements identified over the Council's Governance, Risk and Control framework or to manage medium risks across the Council
<b>Risk</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Internal Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Financial Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council

This opinion is however **caveated** as it **not possible for us to quantify** the additional risk arising from the Council's response and recovery or the overall impact on the framework of governance, risk management and control.



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

It is comprised of systems, processes, culture and values, by which the Council is directed and controlled and through which they account to, engage with, and where appropriate, lead their communities.

Each year the Council is required to reflect on how its governance arrangements have worked – identifying any significant governance issues that it feels should be drawn to the attention of the public – in the interests of accountability and transparency.

The Audit Committee helps to ensure that these arrangements are working effectively. They regularly review the governance framework and consider the draft and final versions of the Annual Governance Statement.

The statement has highlighted one significant governance issue - reviewing lessons learned from the Council's response to Covid-19 – implementing a re-set plan over the short, medium and longer term. Other improvement areas identified as part of the review – included:

- Better governance and oversight of key projects
- Delivery and oversight of transformation programme
- Implement improvement actions from the Peer Review and Employee Survey.

In September 2019 the Council received a Corporate Peer Challenge through the Local Government Association. The feedback provided was positive stating that:

*'Lincolnshire County Council is a stable, reliable and solid organisation delivering good quality services to residents'.*

The review recognised the work being done towards a 'One Council' ethos underpinned by the new Corporate Plan and Transformation Plan.

The Peer Challenge report made six key recommendations to support internal improvements and further develop our relationships with partners to deliver on shared ambitions for Lincolnshire communities.

## Governance framework



## Performing Adequately



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

It is comprised of systems, processes, culture and values, by which the Council is directed and controlled and through which they account to, engage with, and where appropriate, lead their communities.

During 2019/20 the Council reviewed its Member Code of Conduct in the light of the recommendations of the Committee on Standards in Public Life.

It also undertook a review of its Overview and Scrutiny arrangements in the light of Statutory Guidance issued on local authority scrutiny arrangements by the government.

A new Corporate Leadership Team and management structure was implemented during 2019/20 – with a new Corporate Plan agreed by the Council in December 2019. A transformation plan and success framework is being developed.

The onset of Covid19 and subsequent lockdown has had a significant impact on all areas of the public sector. The impact on governance will be felt by all organisations and there will be some aspects experienced by all, for example changes to decision making arrangements and the conduct of meetings. Other aspects will reflect changes to the organisation's priorities and programmes.

We note that the Council's governance arrangements have adapted well to the emergency.

In March 2019 we completed a Governance Review into the Council's culture and values. We found effective arrangements in place and identified a number of improvements as part of this review which are being actioned across the Council. Progress on delivery of these improvements was reported to the February 2020 Audit Committee.

An employee survey was undertaken in November 2019. The completion rate was 48% of the workforce.

57% of staff thought that the Council operates and work well as One Council but wanted to know more about what 'One Council' is and how it will work.

# Risk



Good risk management is part of the way we work. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change – balancing risk, quality, cost and affordability. This put us in a stronger position to deliver our goals and provide excellent services.

The Council's risk management arrangements is currently set at an Amber assessment through the combined assurance review (a medium level of assurance).

A review of the Council's risk management arrangements confirmed that whilst effective systems and processes are in place - these needed to be consistently applied and embedded throughout the Council. Good progress has been made in implementing improvement actions – the remaining actions will be implemented throughout 2020.

The Strategic Risk Register continues to be updated on a regular basis and reported to the Corporate Leadership Team and Audit Committee. A full update is planned in 2020.

There continues to be **Limited Assurance** over some of the Council's Strategic Risks.

It is not possible to quantify all the additional risks arising from the Council's response and recovery to Covid-19 or the overall impact on the framework of governance, risk management and control. However, the Corporate Leadership Team are actively reviewing and monitoring key risks and issues at both strategic and operational level.

The Internal Audit Plan 2020/21 will be reviewed and realigned to the Council's new operating model and changes in its risks and assurance profile.

The above information helped inform the Head of Internal Audit opinion.

## Risk management



## Performing Adequately

## Internal Control



We take account of the outcome of our audit work during 2019/20. As our audit plans include different activities each year, it is not unexpected that assurance varies. However the assurance levels still give insight into the Council's control environment.

Our opinion is based on a number of sources of intelligence including the outcome of our internal audit work, through the combined assurance work and other sources.

Whilst the control environment up to 31st March 2020 has largely been unaffected by the coronavirus - emergency measures implemented have resulted in a significant level of strain being placed on normal procedures and control arrangements. The level of impact is also changing as the situation develops. The full impact is unknown and some post assurance will be required.

The assurance levels remain positive for the Council's systems – all key financial systems and processes have either a High or Substantial level of assurance.

Limited assurance opinions are:

- Settlements

We have **not** issued any **Low assurance** reports.

A summary of these audits can be found in appendix 1.

The Council has made good progress in implementing agreed improvement actions arising from our work.

During the year we have made 145 recommendations for improvement – 70 were due for completion by 31<sup>st</sup> March 2020 and 63 of these have been implemented.

We regularly monitor the implementation of outstanding actions – see appendix 3 for full details .

## Internal Control



## Performing Adequately

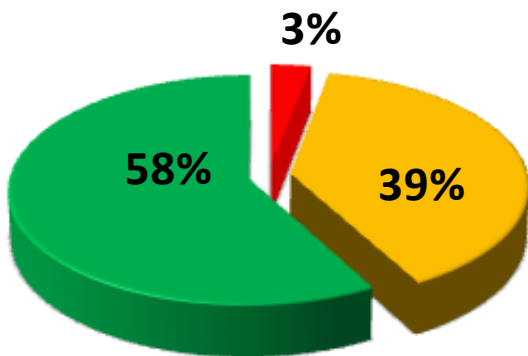




A Combined Assurance Status report is produced by each Director on the level of confidence they can provide on service delivery arrangements, management of risks, operation of controls and performance for their area of responsibility. These reports are reviewed by the Audit Committee and provide key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

## Combined Assurance Status Report

### Overall Assurance Status 19/20



- Red - low level of assurance
- Amber - medium level of assurance
- Green - high level of assurance



We help co-ordinate the Council's assurance intelligence through an annual process carried out by Internal Audit across all Directorates. It provides a RAG rating view of the Council's Critical Activities, Key Projects and Key Risks.

Overall there continues to be a high level of assurance (58%) although this is lower than last year. There are new Executive Directors in post and this may represent a more realistic view of the challenges the Authority faces.

Critical activities that gave a low level of assurance are :

#### IMT

- Asset Management Software
- Network Access Controls
- Payment Card Industry Data Security Standard
- PSN Compliance

**Assurance over 10% of activities has decreased from High to Medium since 2018/19**



Our audit plans include providing assurance over our key financial systems, this is done on a cyclical basis; however the level of risk will also influence frequency.

Our work provides an important assurance element to support the External Auditor's opinion on the Council's Statement of Accounts.

Assurance levels around financial systems and processes remain positive although there continue to be some risks and issues, particularly for payroll which are managed through manual workarounds. Our reviews have confirmed that these controls are robust and consistently applied.

This represents a sound basis from which to work towards the implementation of a standard Business World solution with Hoople Ltd during 2020/21.

During the year we reviewed:

- Key control testing - all areas returning **High or Substantial Assurance**
- Medium Term Financial Strategy & Budget Preparation – **High Assurance**
- Income – **High Assurance**
- Pension Fund – **High Assurance**
- Payroll – **Substantial Assurance**
- Debtors – **Substantial Assurance**
- Pensions Administration – **Substantial Assurance**
- Financial processes in Children's Residential Homes - **Substantial Assurance**
- Fuel Card follow up – **Substantial Assurance**

The impact of Covid-19 will have a major impact on the Council's finances. This impact is unlikely to be fully realised until recovery is complete. The combination of remote working, staff redeployment and the swift introduction of new processes heightens the risk around financial control.

## Financial Regulations

A Council's Financial Regulations are a key part of its internal governance and should be regularly reviewed and updated. The most recent update has been completed in 2019. Financial procedures have also been updated – setting out compliance requirements. deadline.

## Financial Control



## Performing Adequately



Our audit plans include providing assurance over our key financial systems, this is done on a cyclical basis; however the level of risk will also influence frequency.

Our work provides an important assurance element to support the External Auditor's opinion on the Council's Statement of Accounts.

### Financial Management Code

In response to high profile financial management issues within the public sector, in October 2019 CIPFA issued a new Financial Management (FM) Code of Practice that supports good and sustainable financial management in local authorities and a toolkit to measure financial resilience. Councils must be fully compliant by April 2021 and in the intervening period demonstrate progress towards compliance. The Finance Team has completed a gap analysis and identified the actions to be completed to meet the 2021 deadline.



The Council continues to have effective counter fraud arrangements in place. The delivery and outcome of proactive counter fraud plan is monitored by the Audit Committee.

## Counter Fraud

We have delivered 87% of the tasks included within the 2019/20 Counter Fraud Work Plan.

We received 19 referrals of suspected fraud during the year. 2019/20 was a successful period in terms of recovering fraud losses totalling over £114k. These amounts resulted from a combination of investigation and pro-active counter fraud work. Our awareness work also directly contributed to preventing a significant bank mandate fraud valued at £1.56m. The recovery and prevention of these losses allow these resources to be used to provide the vital services for which they were intended.

Our efforts to promote fraud awareness across the Council have continued. The e-learning package developed to raise fraud awareness has now been completed by 1555 employees and has been rolled out to schools.

We have continued to develop our proactive counter fraud activities and are now using data analysis techniques extensively in our work.

This has helped us identify frauds and overpayments but also provides valuable information on trends in areas where fraud risks are high.

We updated the Fraud Risk Register in 2019/20. Fraud risk identification is essential to understanding our exposure to the fraud threats we face. We continually update the information and intelligence so we have an accurate picture of the current status of each risk area.

We adapted and responded promptly to the increased fraud risks brought about by the unprecedented Coronavirus situation. We released communications to ensure that employees were aware of scams arising and are closely monitoring areas where fraud could occur.

A separate Counter Fraud Annual report is provided to the Audit Committee – this provides more detail on delivery of the approved Counter Fraud work plan.





The Council is responsible for establishing and maintaining risk management processes, control systems and governance arrangements. Internal Audit plays a vital role in providing *independent risk based and objective assurance* and *insight* on how these arrangements are working. Internal Audit forms part of the Council's assurance framework.

## Scope of Work

Our risk based internal audit plan was prepared taking into account the critical activities and key risks to support the basis of my annual opinion. It has remained flexible to enable us to respond to emerging risks and maintain effective focus.

The Audit Committee approved the 2019/20 original audit plan of 1075 days in March 2019. This plan was reduced in Nov to 851 days and this was agreed at committee. We have delivered **94% of the revised plan** (780 days - 52 pieces of work (including 12 School Audits)).

The difference between the original and resourcing plan is a combination of:

- Reduction in resources available e.g. turnover / illness
- Impact of Covid – cancellation of scheduled audits with specialist ICT auditors and temporarily halting certain audits at fieldwork stage.



## Restriction on Scope

We identified no unexpected restrictions to the scope of our work but have had difficulties in gaining access to some staff which resulted in some delay or inability to deliver planned work within the expected timescales.

The delivery of our IT Audit remains challenging and planned audits were deferred due to the impact of Covid. We have continued to liaise with Senior Management to improve support of the audit process. We have been able to gain some assurance through the Council's combined assurance process and map. We have identified the most significant risks, which will allow us to target our IT audit work in 2020/21 where it will add the most value, and will utilise specialised ICT auditors to deliver key reviews.

I do not consider the restrictions to have had an adverse effect on my ability to deliver my overall opinion. The combined assurance model adopted by the Council helped in this regard.

We have not experienced any impairment to our independence or objectivity during the conduct and delivery of the Internal

## Our Work



Internal Audit's role include advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organisation's governance, risk management and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation and training.

### Other Significant Work

During the year we have undertaken grant sign off work including Families Working Together, Bus Service Operators Grant and the Local Transport Capital Funding Grant. This work confirms grants have been spent appropriately.

We completed our annual refresh and coordination of Combined Assurance which maps all assurance across the authority using the 'three lines of assurance' model. This provides the Council with insight over the assurances present on its critical activities, key risks, projects and partnerships. To support greater focus on the most significant improvement areas we produced a single report for all directorates this year rather than multiple reports.

We have continued to support the Council's assurance framework with consultancy work – this is generally proactive work where we give support and advice on governance, risk and control but do not provide an assurance opinion:

- **Business World project** – attendance at project board and steering group to provide on-going advice around governance, risk, control and business process.
- **Highways 2020 Procurement** – a member of the project working group, supporting and advising on governance, risk management and the control framework. This included assurance over the tendering process.
- **Spalding Western Relief Road** – we completed an independent review of the progress of the SWRR route options between 2012 and 2019 making recommendations for improvement around decision making and briefing of members.
- **Contract Payments Review** - Audit & Counter Fraud contributed to a corporate project on contract management by reviewing the accuracy of budget provisions and the robustness of contract payment mechanisms for a sample of contracts.



We recognise the importance of meeting customer expectations as well as conforming to the UK Public Sector Internal Audit Standards (PSIAS). We continually focus on delivering high quality audit to our clients – seeking opportunities to improve where we can.

## Quality Assurance

Our commitment to quality begins with ensuring that we recruit develop and assign appropriately skilled and experienced people to undertake your audits.

During 2019/20 we continued to build upon the strong focus on developing the next generation of audit and risk professionals. We have:

- Continued with an apprenticeship scheme for our audit team.
- worked closely with the University of Lincoln to continue the year long professional practice year placement in audit and finance.
- continue to provide undergraduates with summer work experience placements.

Our audit practice includes ongoing quality reviews for all our assignments. These reviews examine all areas of the work undertaken, from initial planning through to completion and reporting. Key targets have been specified - that the

assignment has been completed on time, within budget and to the required quality standard.

There is a financial commitment for training and developing staff. Training provision is continually reviewed through the appraisal process and monthly one to one meetings.

Assurance Lincolnshire conforms to the UK Public Sector Internal Audit Standards. An External Quality Assessment was undertaken in September 2016. No areas of non-compliance with the standards that would affect the overall scope or operation of the internal audit activity was identified. We are starting to prepare for our next assessment in 2021.

Assurance Lincolnshire were winners of CIPFA's Public Finance Awards 2019 for its work around Governance - culture and values.





We recognise the importance of meeting customer expectations as well as conforming to the UK Public Sector Internal Audit Standards (PSIAS). We continually focus on delivering high quality audit to our clients – seeking opportunities to improve where we can.

## Quality Assurance

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

- Working with senior management improve progress and delivery monitoring / audit scheduling.
- Continuing professional development around new and emerging practice guidance.
- Adopting current thinking on LEAN methodology to deliver efficiencies, improve productivity and optimise the way we work- including better use of technology. / data analytics.
- Improving our performance management systems.
- Building resilience, empowerment and accountability within the team.

Although internal and external auditors carry out their work with different objectives in mind, many of the processes are similar and it is good professional practice that they should work together closely. Wherever possible, External Audit will place reliance and assurance upon internal audit work where it is appropriate.

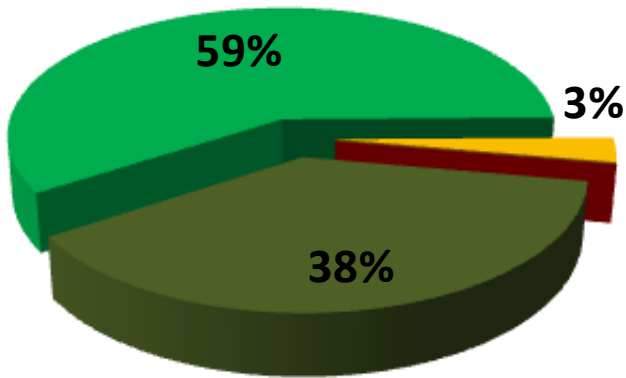




Our audit plan includes different activities each year – it is therefore not unexpected that these vary; however, the assurance levels do give an insight on the application of the Council's control environment and forms part of the evidence that helped inform the overall annual opinion.

## Assurances

### Corporate



■ High ■ Substantial ■ Limited ■ Low

Increase in High & Substantial Assurance on last year



# 14%

Fall in Low & Limited Assurance on last year

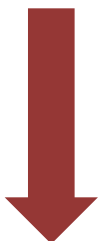


Increase in School High & Substantial Assurance on last year

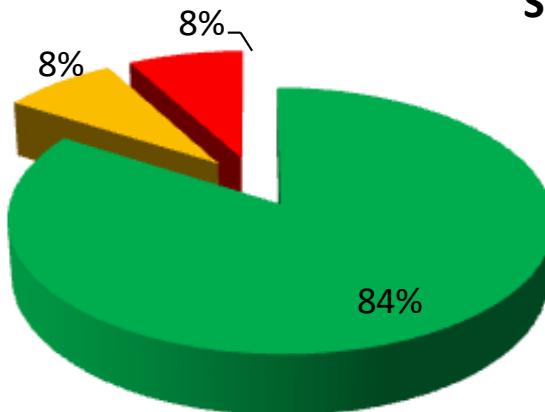


# 34%

Fall in School Low & Limited Assurance on last year



### Schools



■ High ■ Substantial ■ Limited ■ Low



Comparison of internal audit recommendations made 2019/20 and 2018/19. We can see that the priority of recommendation are less urgent than the previous year, with a reduction in both high and medium priority actions agreed in the service. Schools have remained very similar. This information forms part of the evidence that helped inform the overall annual opinion.

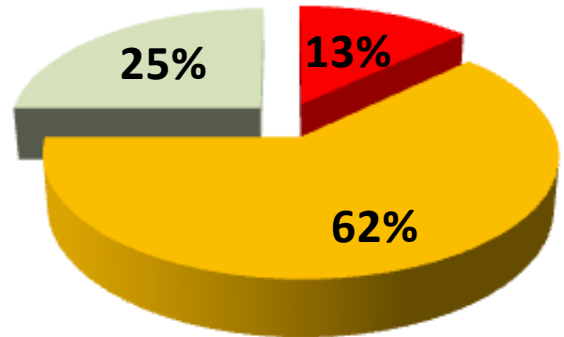
## Recommendations

### Corporate



- High
- Medium
- Advisory

### Schools



- High
- Medium
- Low

Further details can be found at appendix 5

**6%**

Fall in high priority findings

**2%**

Medium School priority findings have increased

**6%**

Fall in medium priority findings

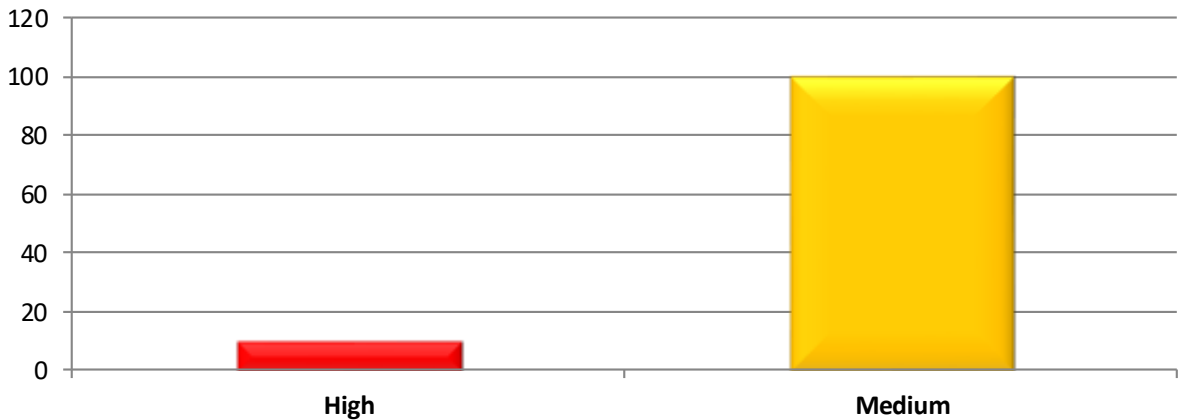
**1%**

Increase in School high priority findings

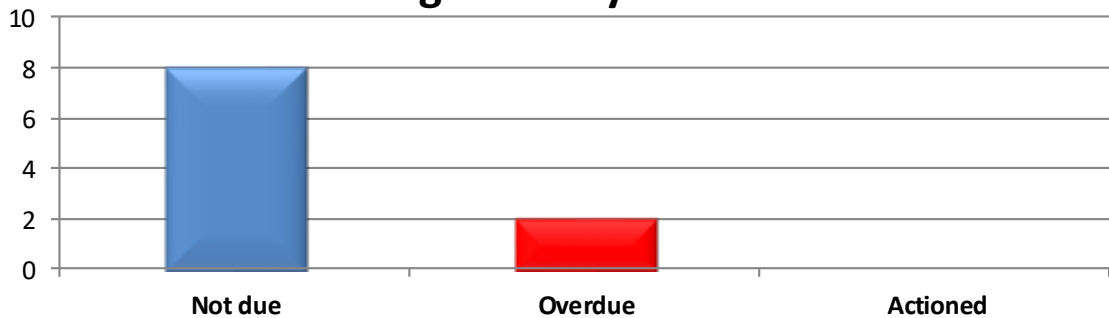


During 2019/20 we made **145** recommendations and agreed **145** actions to address our recommendations. Of the **10** high, **100** medium and **35** advisory actions, **75** are not yet due, **63** have been actioned or closed and **7** are overdue. Full details of overdue actions can be found at **appendix 3**.

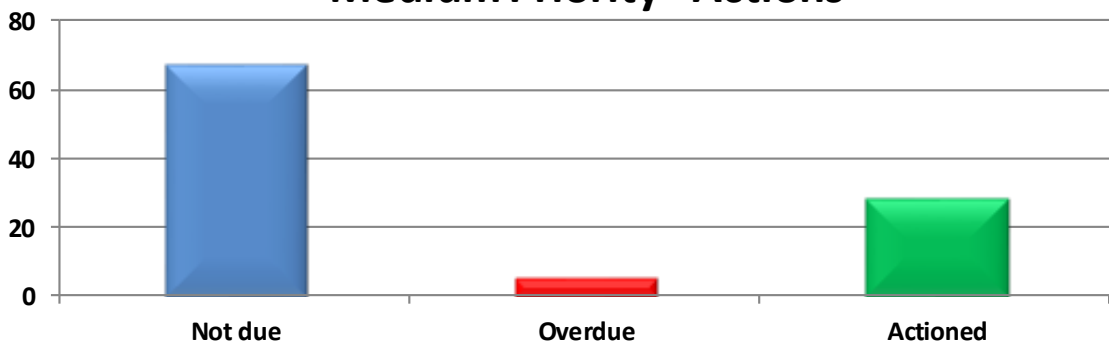
## Agreed actions



## High Priority - Actions



## Medium Priority - Actions





Internal Audit's performance is measured against a range of indicators. The information below shows our performance on key indicators at the end of the year. We are pleased to report a good level of achievement delivery of the revised plan and the added value of our work. An area of improvement is around contemporary reporting timescales.

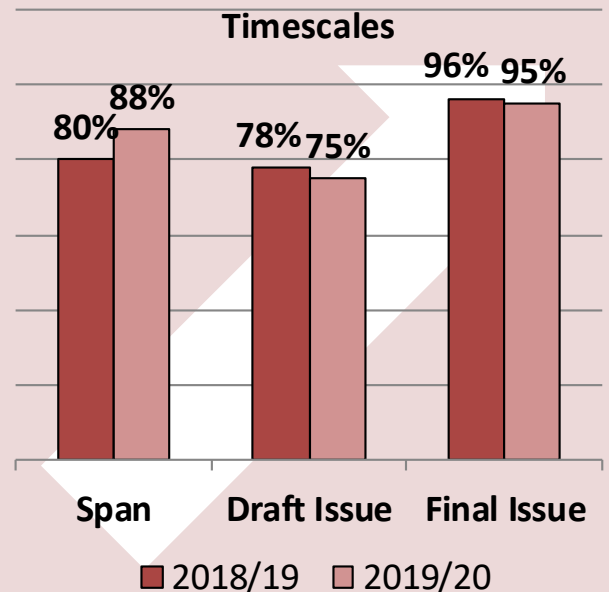
## Performance on Key Indicators

# 100%

Rated our service Good to Excellent

# Consistent achievement of Audit KPI's compared to last year

# Revised Plan 94% delivered despite impact of Covid19





The County Council's Audit and Risk Service is part of an Internal Audit collaborative partnership, consisting of the in-house internal audit teams of Nottinghamshire County Council and City of Lincoln

East Lindsey District Council Internal Audit Team (3 experienced auditors) transferred to the County Council in December 2019

By working together the partnership aims to be:

*'To provide affordable, high quality support and assurance across our Council's and external clients'*

We improve the overall quality of the services provided through:

- Sharing of knowledge and experience.
- Adoption of leading audit techniques and methods.
- Pooling resources across the organisations to make savings, improve efficiency and offer greater value for money to our clients through streamlining our audit plans to audit/research specific areas of common interest.
- Resource swaps – which strengthen resilience and sustainability – keeping local talent.

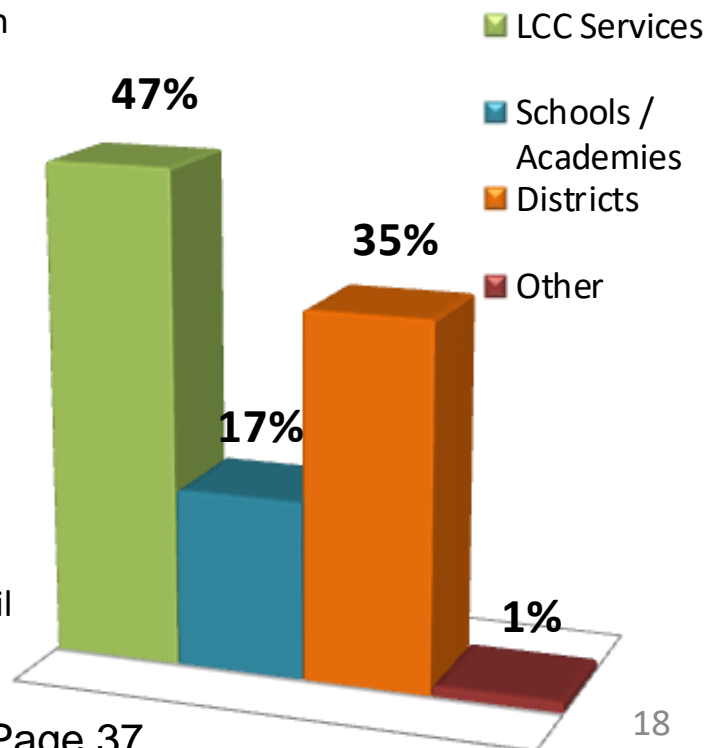
The County Council has a number of significant external clients including:

- North Kesteven District Council
- West Lindsey District Council
- Newark and Sherwood District Council
- Lincolnshire Academies
- Gainsborough Town Council
- Charities

Our external clients help Corporate Audit and Risk Management operate within existing budgets. In 2019/20 the internal audit service generated income of £300,593.

The audit team actual expenditure (net) is £510,708 compared to a budget of £508,148. The Corporate Audit and Risk service as a whole had a slight overspend of £6,852 (1%).

## Days delivered across client base



During the year we have zero Low Assurance Opinions and just one Limited Assurance Opinion. The summary is:

### **Settlements**

We found that although there is a settlement agreement procedure, the guidance in place needs updating. Our testing showed that the requirements in the procedure for documenting the necessary business case were not always being met with some key information to justify the payment not being recorded or retained. A review of Employment policies and procedures is taking place at present. Therefore this is an opportune time for HR Services to review the settlement agreement guidance to take account of the issues raised in this report.

We did, however, confirm that both HR and Legal were involved in each case. This provides assurance that appropriate advice was sought when the use of a settlement agreement was considered. We also found that the Council has a legally robust form of Settlement Agreement that complies with legal formalities and that an Agreement was entered into in all the cases considered. We found no cases where a Settlement Agreement had been used when it should not have been used i.e. when safeguarding issues were involved or to prevent a staff member from speaking out.

Audit	Rating	High	Medium	Advisory	Total
LCC 2019/20-01 Transport Connect Governance	Not applicable				0
LCC 2019/20-03 - Pension Fund	High Assurance		1		1
LCC 2019/20-05 - Highways 2020 Procurement	Not applicable		1		1
LCC 2019/20-06 - Settlements	Limited Assurance	6	6		12
LCC 2019/20-07 - Recruitment and Selection Checks	Substantial Assurance	1	11	5	17
LCC 2019/20-09 - Income	High Assurance		2		2
LCC 2019/20-10 - Financial processes in Children's Residential Units	Substantial Assurance		9	5	14
LCC 2019/20-11 - Commercial Property Portfolio	Substantial Assurance		6	2	8
LCC 2019/20-12 Local Transport Capital Funding Grant	Not applicable				0
LCC 2019/20-13 - LEP Follow Up	Substantial Assurance		3		3
LCC 2019/20-16 - LSAB peer review actions	High Assurance		2		2
LCC 2019/20-17 - Personal Data Breaches	High Assurance		1	1	2
LCC 2019/20-18 Families Working Together #1	Not applicable				0
LCC 2019/20-20 - Coroner's Service Case Management	High Assurance		2	1	3
LCC 2019/20-22 - Impact Assessments	Substantial Assurance		2	1	3

Audit	Rating	High	Medium	Advisory	Total
LCC 2019/20-24 - Business World Systems Administration access	Substantial Assurance	1	1	2	4
LCC 2019/20-25 - IMT Asset Management Follow Up	Substantial Assurance		1		1
LCC 2019/20-26 - Fuel card - follow up audit	Substantial Assurance		5	3	8
LCC 2019/20-27 - Data Integrity	Substantial Assurance		2	2	4
LCC 2019/20-28 - Vinci Contrat Management	Substantial Assurance	1	1	1	3
LCC 2019/20-30 - Property Health and Safety audit - Legionella Bacteria	Substantial Assurance		5	4	9
LCC 2019/20-31 School Funding Allocations	High Assurance				0
LCC 2019/20-32 Managing Young People and Children Exploitation	Not applicable				0
LCC 2019/20-33 - Financial Strategy (MTFP) and Budget Preparation	High Assurance		1		1
LCC 2019/20-34 - Payroll	Substantial Assurance		13	1	14
LCC 2019/20-36 - Accounts Payable	Substantial Assurance		3		3
LCC 2019/20-41 - Business Continuity	Substantial Assurance		2		2
LCC 2019/20-43 - Mosaic System - Children's	High Assurance		2	3	5
LCC 2019/20-45 – Spalding Western Relief Road	Not applicable				0



Audit	Rating	High	Medium	Advisory	Total
LCC 2019/20-46 - Bank Reconciliation KCT	High Assurance			1	1
LCC 2019/20-48 - General Ledger KCT	Substantial Assurance			4	4
LCC 2019/20-49 - Debtors	Substantial Assurance	1	6	1	8
LCC 2019/20-50 - Children in Need	High Assurance		1	2	3
LCC 2019/20-52 Pension Admin	Not applicable				0
LCC 2019/20-64 - Adult Frailty and Long Term Conditions Care Assessments & Reviews	High Assurance			1	1
LCC 2019/20-66 - Families working together #3	Not applicable			1	1
LCC 2019/20-67 BDUK Grant	Not applicable				0
LCC 2019/20-68 One Plan Schools Audit	Not applicable				0
LCC 2019/20-69 - Families working together #4	Not assessed			1	1
LCC 2019/20-70 - LFR Grievance Process	Substantial Assurance			3	3
<b>Totals</b>		<b>10</b>	<b>100</b>	<b>35</b>	<b>145</b>

<b>Audit</b>	<b>Rating</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Edu 2019/20-06 Dunholme St Chad's Primary School	Substantial Assurance	0	7	0	<b>7</b>
Edu 2019/20-10 Osbournby Primary School	Substantial Assurance	1	9	3	<b>13</b>
Edu 2019/20-11 Tetney Primary School	Substantial Assurance	0	9	3	<b>12</b>
Edu 2019/20-15 Donington Cowley Primary School	Substantial Assurance	0	6	2	<b>8</b>
Edu 2019/20-17 Harlaxton & Denton Primary Schools Federation	Substantial Assurance	1	12	7	<b>20</b>
Edu 2019/20-34 Wragby Primary School Assurance visit	Substantial Assurance	0	5	1	<b>6</b>
Edu 2019/20-36 Alford Primary School Assurance visit	Substantial Assurance	1	1	0	<b>2</b>
Edu 2019/20-37 Fleet Wood Lane Primary School	Low Assurance	10	17	5	<b>32</b>
Edu 2019/20-39 Partney Primary School	Substantial Assurance	2	5	4	<b>11</b>
Edu 2019/20-42 Waddingham Primary School Assurance visit	Limited Assurance	2	8	1	<b>11</b>
Edu 2019/20-46 Lincoln St Faith's Primary School	Substantial Assurance	1	7	5	<b>13</b>
Edu 2019/20-52 Hackthorn Primary School	Substantial Assurance	1	4	5	<b>10</b>
		<b>19</b>	<b>90</b>	<b>36</b>	<b>145</b>

## Overdue incomplete actions for 2019/20 audits at 31/03/20

Activity	Issue Date	Assurance	Total Actions	Actions Imp	Priority of Overdue Actions			Actions not due
					High	Medium	Low	
Recruitment and Selection Checks	March 2020	Substantial	17	5	1	2	0	9
Commercial Property Portfolio	Jan 2020	Substantial	8	2	0	1	0	5
LSAB Peer Review Actions	Nov 2019	High	2	0	0	2	0	0
Vinci Contract Management	Aug 2019	Substantial	3	2	1	0	0	0
<b>Total</b>			<b>30</b>	<b>9</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>14</b>

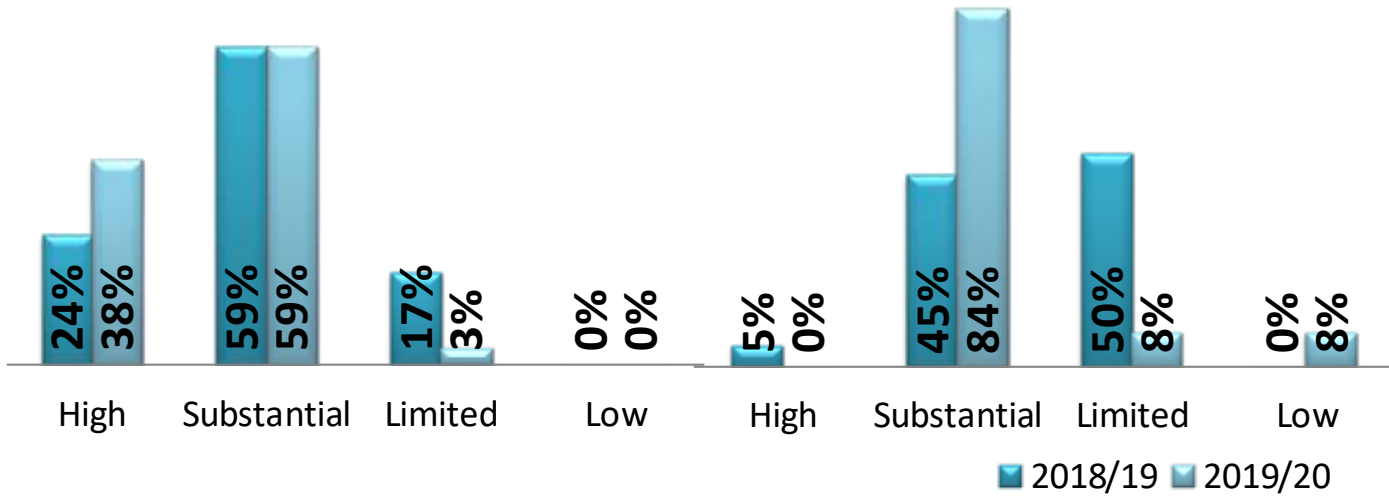
## Overdue incomplete actions for all prior year audits at 31/03/20

Activity	Issue Date	Assurance	Total Actions	Actions Imp	Priority of Overdue Actions			Actions Not Due
					High	Medium	Low	
Information Governance	Dec 2017	Substantial	10	9	0	1	0	0
Counter Fraud Arrangements	April 2019	Substantial	6	3	0	1	0	2
Programme/Project Management Support	Dec 2018	Substantial	2	0	0	2	0	0
Tax Compliance	Jan 2019	Limited	10	9	0	1	0	0
IR35	July 2019	Limited	7	2	2	3	0	0
<b>Total</b>			<b>35</b>	<b>23</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>2</b>

### Comparison of Assurances

#### Corporate

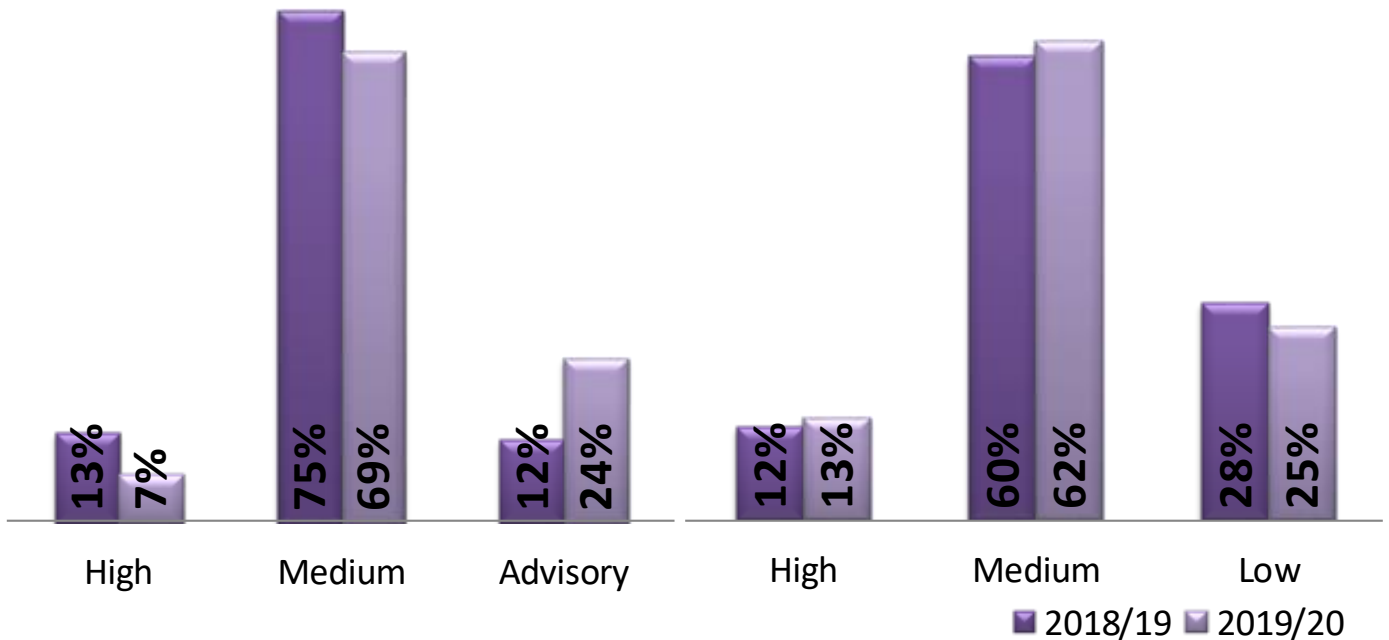
#### Schools



### Comparison of Recommendations

#### Corporate

#### Schools



## Performance on Key Indicators

Performance Indicator	Annual Target	Actual
Percentage of plan completed	100%	94%*
Percentage of recommendations agreed	100%	100%
Percentage of recommendations implemented	100% or escalated	90%**
<b>Timescales:</b>		
Draft Report issued within 10 days of completion	100%	75%
Final Report issued within 5 days of management response	100%	95%
Draft Report issued within 3 months of fieldwork commencing	80%	88%
Client Feedback on Audit (average)	Good to excellent	Good to excellent

\* Some audits were delayed or deferred into 20/21 due to the Covid19 Pandemic

\*\* Outstanding actions shared with Audit Committee via tracker reporting

**High**

Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.

The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.

**Substantial**

Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.

There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.

**Limited**

Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and/or performance.

The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.

**Low**

Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.

There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.

**Significance**

The relative importance of a matter within the context in which it is being considered, including quantitative and qualitative factors, such as magnitude, nature, effect, relevance and impact. Professional judgment assists internal auditors when evaluating the significance of matters within the context of the relevant objectives.

**Head of Internal Audit Annual Opinion**

The rating, conclusion and/or other description of results provided by the Head of Internal Audit addressing, at a broad level, governance, risk management and/or control processes of the organisation. An overall opinion is the professional judgement of the Head of Internal Audit based on the results of a number of individual engagements and other activities for a specific time interval.

**Governance**

Comprises the arrangements (including political, economic, social, environmental, administrative, legal and other arrangements) put in place to ensure that the outcomes for intended stakeholders are defined and achieved.

**Risk**

The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

**Control**

Any action taken by management, the board and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved. Management - plans, organises and directs the performance of sufficient actions to provide reasonable assurance that objectives and goals will be achieved.

**Impairment**

Impairment to organisational independence and individual objectivity may include personal conflict of interest, scope limitations, restrictions on access to records, personnel and properties and resource limitations (funding).

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**Open Report on behalf of Andrew Crookham, Executive Director -  
Resources**

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Approval of the Council's Annual Governance Statement 2019/20</b>

**Summary:**

Each year the Council is required to reflect on how well the Council's governance framework has operated during the year and identify any governance issues that we need to draw to the attention of Lincolnshire's residents.

Good governance underpins everything we do as a Council and how we deliver services often comes under close scrutiny.

A 'good' Annual Governance Statement is an open and honest self-assessment of how well we have run our business across all activities - with a clear statement of any areas of significant concern.

The Audit Committee oversees the development of the Annual Governance Statement and recommends its adoption by the Council.

The Committee considered the draft statement at the meeting on 15 June 2020.

**Recommendation(s):**

That the Committee considers the contents of the Annual Governance Statement 2019/20 and:-

- (1) Agree that it accurately reflects how the Council is run.
- (2) That the Statement includes the significant governance issues/key risks it would have expected to be published.
- (3) Approves the Statement and recommends it for adoption by the Council.

## Background

### What do we mean by Governance?

1. Good Governance can mean different things to people – in the public sector it means:

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

2. It is comprised of systems, processes and culture and values, by which the Council is directed and controlled and through which they account to, engage with, and where appropriate, lead their communities.

### What is the Governance Framework?

3. Our Governance Framework brings together an underlying set of legislative requirements, governance principles and management processes. It ensures that the Council's business is conducted in a legal and proper way – ensuring that public money is properly used - economically, efficiently and effectively.
4. At its meeting on the 15<sup>th</sup> June 2020, the Audit Committee considered the draft Annual Governance Statement for 2019/20.

### Significant governance issue

5. The area identified as a significant governance issue is:

Key improvement area	Lead officer	To be delivered by
Reviewing lessons learned from our response to Covid-19 – implementing a re-set plan over the short, medium and longer term.	Chief Executive and Corporate Leadership Team	Transformation and recovery critical success factors will be monitored throughout the year.

### The Council's assurance levels

6. Each year the Council reviews its assurance framework. Overall there is a positive assurance picture for the Council **but** one that reflects the complex environment in which we operate – recognising that some areas will remain at Amber (medium level of assurance). Improvement actions are in place with improvement areas identified and monitored through the Council's performance framework and transformation programme. The key areas of improvement are:

Area	Executive Director
Better governance and oversight of key projects – including benefit realisation	Executive Director Commercial
Delivery and oversight of transformation programmes – which includes the following work streams: <ul style="list-style-type: none"> <li>• Our people (note this includes hard to recruit areas)</li> <li>• Our customers</li> <li>• Our property</li> <li>• Our processes with enabling technology across all work streams.</li> </ul>	Executive Director Commercial
Review of contract management and associated commercial / third party risks	Executive Director Commercial
Implement improvements over our risk management arrangements – including updating the Strategic Risk Register	Executive Director Resources
Reviewing our decision making and scrutiny processes	Executive Director Resources
Update of Corporate Plan & performance management arrangements	Corporate Leadership Team
Review of Assurance and Accountability framework following the review of the Corporate Plan and corporate oversight functions	Corporate Leadership Team
Implement improvement actions arising from the Peer Review 2019	Corporate Leadership Team
Implement improvement actions arising from the Employee Survey 2019	Corporate Leadership Team

7. The key changes to the Statement since the draft are:-

- Looking back – notes on progress updated with more explanation around areas behind plan – IT Governance and Business World / ERP (page 5)
- Performance data – diagram description changed from 'some' to 'partly' (page 7)
- Assurance Levels and Improvement areas (pages 18 &19). A request was made to list the 10% movement from green to amber assurance levels. Given the size of the assurance map what we have done is list the key improvement areas and recognise that some areas will operate at Amber in the control environment. This ensures that the focus is on those areas identified as key to the Council's success and improves the way it is run.

- Improvement areas – transformation programme expanded to include the key work streams. These work streams picks up all the key risk areas identified by the Chief Executive at the Audit Committee meeting on the 10<sup>th</sup> February 2020.

For ease of reference changes have been highlighted in the Annual Governance Statement.

8. The Annual Governance Statement can be found in Appendix A. It is presented to the Committee for your consideration of the contents e.g.
  - Does the Statement accurately reflect the Committee's understanding of how the Council is run?

## Conclusion

9. The Council has strong governance arrangements which are demonstrated by the realistic and open assessment of its functions and activities.
10. A number of governance and improvement areas have been included in the Annual Governance Statement – demonstrating accountability, transparency and openness to local taxpayers.

## Consultation

- a) Have Risks and Impact Analysis been carried out? No
- b) Risks and Impact Analysis

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

## Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council - Annual Governance Statement 2019/20

## Background Papers

Document title	Where the document can be viewed
Draft Annual Governance Statement 2019/20	Audit Committee records for 15th June 2020

This report was written by Lucy Pledge, who can be contacted on 01522 553692 or [lucy.pledge@lincolnshire.gov.uk](mailto:lucy.pledge@lincolnshire.gov.uk) .

# Annual Governance Statement 2020



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## Executive summary

Lincolnshire County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded.

The statement enables us to monitor our achievements and to provide assurance that our strategic objectives have led to the delivery of strong, effective services which continue to provide value for money.

This statement has been prepared by those with knowledge of the key governance issues facing the Council and conforms to good practice<sup>[1]</sup>.

Whilst our governance, risk and control arrangements up to 31<sup>st</sup> March 2020 has largely been unaffected by the coronavirus - emergency measures implemented have resulted in a significant level of change to our business practices, how we work with partners and deliver our services to the community. The level of impact is also changing as the situation develops – the future is not what we thought it would be a few months ago.

We recognise the importance of having good leadership and management, effective processes and other appropriate controls in place to have a well-run Council. We are very proud of how the Council has continued to support and help our communities during this challenging time – working with private, public and voluntary partners.

***"Working together in reducing the risk Covid-19 presents to our communities – ensuring sufficient resources, capacity and expertise within the health and care system to support members of our communities at times of need and thereby save lives".***

The whole Council has been involved in the response effort in one way or another. This has been an enormous collective effort and whilst there is still a long way to go, everyone should be proud of how they and their colleagues have risen to the challenges involved to date.

What worked before and what needs to happen in the future has changed – our response and re-set will enable us to re-focus our Corporate Plan and transformation plan which will lead to a change in how we deliver services. We have therefore identified the re-set of our organisation as a significant governance issue and opportunity.

## Significant governance issue

Key improvement area	Lead officer	To be delivered by
Reviewing lessons learned from our response to Covid-19 – implementing a re-set plan over the short, medium and longer term.	Chief Executive and Corporate Leadership Team	Transformation and recovery critical success factors will be monitored throughout the

<sup>[1]</sup> CIPFA/ SOLACE Delivering Good Governance in Local Government – published April 2016

year.

We have also identified a number of improvements over our governance framework – these can be found later in the document and will be monitored through the Council's performance management processes.

## Signed on behalf of Lincolnshire County Council

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Councillor Martin Hill OBE  
***Leader of the Council***

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Debbie Barnes OBE  
***Chief Executive***

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Andrew Crookham  
***Executive Director – Resources***



## What is corporate governance?

Good governance can mean different things to people – in the public sector it means:

*"Achieving the intended outcomes while acting in the public interest at all times"*

Corporate governance generally refers to the processes by which an organisation is directed, controlled, led and held to account.

The Council's governance framework aims to ensure that in conducting its business it:

- operates in a lawful, open, inclusive and honest manner
- makes sure public money is safeguarded, properly accounted for and spent wisely
- has effective arrangements in place to manage risk
- meets the needs of Lincolnshire communities - secures continuous improvements in the way it operates.

Our governance framework comprises of the culture, values, systems and processes by which the Council is directed and controlled. It brings together an underlying set of legislative and regulatory requirements, good practice principles and management processes. The full governance framework can be found at the end of this document.

Each year the Council is required to produce an Annual Governance Statement (AGS) which describes how its corporate governance arrangements have been working. To help us do this the Council's Audit Committee undertakes a review of our governance framework and the development of the AGS.

It is crucial to the Council's success that its governance arrangements are applied in a way that demonstrates the spirit and ethos of good governance – this cannot be achieved by rules and procedures alone. The Council is expected to have a culture that places the public and integrity at the heart of its business.

On the 15th June 2020 the Audit Committee considered and challenged the content and the significant governance issues identified in the draft Statement – ensuring that the Statement properly reflects how the Council is run – identifying any improvement actions.

The final statement was formally approved by the Audit Committee on the 13<sup>th</sup> July 2020 where it was recommended for signing by the Leader of the Council, Chief Executive and the Executive Director – Resources.

# Principles of corporate governance



## Principle A: Integrity and values

- Staying true to our strong ethical values and standards of conduct
- Respecting the rule of law
- Creating a culture where statutory officers and other key post holders are able to fulfil their responsibilities
- Ensuring fraud, corruption and abuse of position are dealt with effectively
- Ensuring a safe environment to raise concerns and learning from our mistakes



## Principle B: Openness and engagement

- Keeping relevant information open to the public and continuing their involvement
- Consultation feedback from the public is used to support service and budget decisions
- Providing clear rationale for decision making – being explicit about risk, impact and benefits.
- Having effective scrutiny to constructively challenge what we do and the decisions made



## Principle C: Working together

- Having a clear vision and strategy to achieve intended outcomes - making the best use of resources and providing value for money
- Being clear about expectations - working effectively together within the resources available
- Developing constructive relationships with stakeholders
- Having strong priority planning and performance management processes in place
- Taking an active and planned approach to consult with the public
- Regularly consult with employees and their representatives



## Principle D: Making a difference

- Having a clear vision and strategy setting out our intended outcome for citizens and service users



## Principle E: Capability

- Clear roles and responsibilities for council leadership
- Maintaining a development programme that allows councillors and officers to gain the skills and knowledge they need to perform well in their roles.
- Evaluating councillor and officers' performance
- Regular oversight of performance, compliments and complaints to enable results (outcomes) to be measured and enable learning



## Principle F: Managing risk and performance

- Ensuring that effective risk management and performance systems are in place, and that these are integrated in our business systems / service units
- Having well developed assurance arrangements in place – including any commercial activities
- Having an effective Audit Committee
- Effective counter fraud arrangements in place



## Principle G: Transparency and accountability

- Having rigorous and transparent decision making processes in place
- Maintaining an effective scrutiny process
- Publishing up to date and good quality information on our activities and decisions.
- Maintaining an effective internal and external audit function

## Looking back at 2018/19

A number of improvement actions were identified as part of last years 2018/19 Annual Governance Statement.

The table below shows progress with these actions:

Key improvement area	To be delivered by (original target date)	Progress
IT governance	31 <sup>st</sup> March 2018	Behind Plan
Governance and oversight of key projects and transformation programmes	31 <sup>st</sup> March 2020	On track to approve transformation plan in June 2020. Being revisited in light of Covid-19.
Business World – re-engagement (our ERP system)	31 <sup>st</sup> December 2019	Behind Plan
Update of Corporate Plan & performance management arrangements	31 <sup>st</sup> March 2020	On track – Corporate Plan approved December 2019. New performance monitoring arrangements being developed. Corporate Plan being reset in light of Covid-19.

## Areas behind plan

### IT Governance

It had taken longer than originally planned to update the Council's IT and ensure tight governance across the Council. This related to us not investing in a regular programme of maintaining our IMT systems and keeping them up to date. By creating and implementing a Strategic IMT Board in 2019 and by the Council and Serco jointly fully committing to complete the challenging 'Fixing the Basics' programme in 2019/20, we have now addressed almost all of the required upgrades to ensure we maintain a safe, secure and effective IMT service.

Covid-19 has had a major impact on the Council. Due to the significant work undertaken to improve the Council's IMT infrastructure within the 'Fixing the Basics' programme and the dedication of the IMT service and Serco, we were quickly able to increase the number of staff successfully accessing systems remotely from a previous maximum of around 400 to now over 4,000 at any one time, and also introduce Teams to enable the Council to continue delivering its services and work remotely in an effective and modern way.

### Business World – re-engagement (our ERP system)

Hoople Ltd (a private limited company – with public sector shareholders, namely Herefordshire Council and Wye Valley NHS Trust) has been engaged as implementation partner for our ERP system.

It has taken longer than originally planned to pull together the Shareholder Agreement with us but this is now progressing well through our respective legal teams.

Our Business World re-design work with Hoople Ltd commenced in January 2020 – a key dependency in our move to the new ERP system and standardising our business processes.

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## How the Council works

The Annual Governance Statement covers the 2019/20 financial year. The information below relates to this period.

**The Council is made up of 70 councillors and operates a 'Leader and Executive' model of decision making.**

- All 70 councillors meet to agree the budget and policy framework.

**The Executive makes the decisions that deliver the budget and policy framework of the council and consists of a minimum of 2 members and a maximum of 10.**

- In 2019/20 the Leader and 7 councillors sat on the Executive.

**The remaining 62 councillors form Scrutiny and Regulatory committees.**

- These committees develop policy and scrutinise decisions made by the Executive officers – holding them to account.
- A number of these committees deal with regulatory issues.



During 2019/20 the Council reviewed its Member Code of Conduct in the light of the recommendations of the Committee on Standards in Public Life.

It also undertook a review of its Overview and Scrutiny arrangements in the light of Statutory Guidance issued on local authority scrutiny arrangements by the government.

The onset of Covid19 and subsequent lockdown has had a significant impact on all areas of the public sector. The impact on governance will be felt by all organisations and there will be some aspects experienced by all, for example changes to decision making arrangements and the conduct of meetings. Other aspects will reflect changes to the organisation's priorities and programmes.

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# Outcomes

## Our plan and performance dashboard

We want to support a society where people contribute to their communities and are willing and able to look after themselves and others; a county where:



A link to the Performance Dashboard can be found [here](#).

## Performance summary

We achieved the majority of the targets we set out in our Council Business Plan 2019/20. We track our progress with the performance of the 17 commissioning strategies is shown below:

Note: performance up to 31<sup>st</sup> December 2019. Reporting for Q4 has been deferred due to the Council's emergency response to Covid-19.



We asked the Local Government Association to undertake a **Corporate Peer Review in September 2019** (*insert link*). Their feedback stated that:

"Lincolnshire County Council is a stable, reliable and solid organisation delivering good quality services to its residents. It is financially strong and has maintained a particular focus on children and adult services and delivers these to a very good standard – with children's services having been judged as "Outstanding".

Areas where they recommended improvements included:

- *Develop a clear, bold and inclusive vision and strategy for Lincolnshire in conjunction with partners and residents..*
- *Review the membership of "Leaders in Lincolnshire" forum to ensure that key partners are involved and that it does what it says on the tin.*
- *Finalise the corporate plan and "Lead on the front-foot" by reaching out to key partners and communities to reset and strengthen relationships.*
- *Embed the corporate plan and the 'One Council' model into the organisation through an organisational development programme.*
- *Improve transparency of the financial reports.*
- *Develop and implement a climate strategy for Lincolnshire.*

## Council's Response to Covid-19

The whole Council has been involved in the response effort in one way or another. This has been an enormous collective effort and whilst there is still a long way to go, everyone should be proud of who they and their colleagues have risen to the challenges involved to date.

### Potential Outbreak (January 2020)

The Council was alert to the potential need for an emergency response as the situation in China developed, engaging with national and regional agencies to ensure that international intelligence informed local actions.

The Director of Public Health took the strategic lead for the county, pro-actively monitoring the international situation and World Health Organisation (WHO) information and attendance at virtual briefings with the Chief Medical Officer, Public Health England and liaison with the Association of Directors of Public Health. The Director of Public Health briefed the Council's Corporate Leadership Team (CLT), Executive members and partner agencies to enable an effective response when required. The first precautionary strategic coordination group (SCG) was called on Friday 31st January to brief the Lincolnshire Resilience Forum (LRF) on the emerging situation.

### Early Response (February 2020)

With the spread of the virus from China to other parts of the world, LCC Public Health moved to initiate & support the Council and wider system response. Council Directorates moved to review business continuity plans. LRF Precautionary Calls were launched & the precautionary Strategic Command Group was stood up and chaired by Director of Public Health. The WHO raised the threat level at the end of February.

## **Response Activation (March 2020 ongoing)**

The Director of Public Health continued as the chair of the Strategic Command Group for the Covid-19 incident and LRF stood up countywide emergency systems through the LRF. Colleagues in Public Health and other Council Directorates assumed strategic, tactical and operational roles, as cell chairs, etc. Business continuity plans were implemented across the Council, particularly in Adult Care & Children's Service to identify the most vulnerable service users and ensure capacity to support them. Non-essential work was risk assessed and put on hold to free staff capacity. New budget reporting processes were established to track covid related spend

The Health Protection Team established a dedicated response team and set up enquiry lines, with Public Health Registrars adding extra clinical expertise and staffing resilience. Working with Commercial Team colleagues, stocks of PPE were reviewed and augmented, with PPE distributed to key settings. Significant work was undertaken with commissioned providers to ensure their resilience, with daily calls to review impact and assurance of financial stability. Significant work was undertaken to establish new and adapt existing services to support business grant distribution and support the most vulnerable people, working closely with District Councils to redesign the Wellbeing Service, with considerable support from serco colleagues. Systems were put in place to mobilise volunteers and community groups, with light touch due diligence checks to enable activity but provide appropriate safeguards.

Staff with health needs were able to start working from home, followed during the week commencing 23 March, with a wider closure of LCC offices in response to the government requirements, enabled by significant support by IT colleagues to move from c400 to over 4000 people able to access systems.

The Council provided daily video briefings to the community regarding its services. The DPH provided regular radio interviews to support community information, understanding and response.

## **Response & Recovery (May 2020 onwards)**

Whilst response activity continues (and for some services will last well into 2021), recovery planning is advancing at the Council and through the Lincolnshire Resilience Forum, with identification of risks and threats, but also of opportunities to adapt services for a 'new normal'.

We continue to support the care home sector, communities and businesses – helping to build resilience and sustainability during this crisis and beyond.

A Local Outbreak Control Plan is being developed – with oversight by the Local Outbreak Engagement Board. The plan aims to set out County's response to the pandemic in the next phase - including communication with our communities.

## Value for money

It is anticipated that the external auditors of the Council will issue an unqualified Value for Money judgement for 2019/20.

**The Council remains generally in a sound financial position relative to other councils over the short term.** This is because of considerable savings made in the earlier part of this decade coupled with a recent trend of underspending its annual budget resulting in either limited or no calls on reserves to balance the budget. The Council has had a financial strategy for a number of years now which has combined:

- service efficiency savings
- modest service reductions
- prudent use of reserves

Continuing to follow this strategy, **the Council has set a one year budget up to March 2021.** The 2020/21 budget is balanced and includes a £2.6m surplus which is being placed in a new 'development fund' reserve. The 2020/21 position is much better than was expected at the beginning of this financial year, which is mainly due to the 'Budget 2020' project work that has been undertaken during 2019, and the additional social care grant funding announced by government as part of its financial settlement for 2020/21.

The **Budget 2020 project** was undertaken during 2019 with the objective of producing a balanced budget over the medium term with a reducing reliance on our reserves. This highlighted a number of efficiencies which has reduced the previously forecast shortfall in the budget over the medium term. It also identified a number of service areas where a 'deep dive' more forensic budget review would be undertaken, with a potential for offering future budget savings.

The Council adopted a new Corporate Plan in December 2019. Future budget proposals will need to include any investment required to support its delivery, as well as giving consideration to the potential efficiencies from the emerging transformation plan.

***The 2020/21 budget includes low risk efficiency savings and income increases but does not include any significant service reductions.***

We have also undertaken a **comprehensive review of the earmarked reserves**, which identified £10.2m of reserves that could be released so have also been transferred to the new 'development fund' reserve.

As in previous years, **the public are generally satisfied** with the standard of services delivered. Services which have received external inspections over the last year in Children's Services have received outstanding ratings.

**The second iteration of the Council's capital strategy introduces a new gateway review and challenge process from April 2020.** This will bring added transparency and rigour to the processes for approving, assessing the affordability of, and monitoring of the capital programme.



A 10 year capital programme has been approved within the provisions of the capital strategy and allows for future investment as well as continuing to maintain and replace our existing assets.

**The Council is constantly monitoring its long term financial position** and has published a Medium Term Financial Plan (MTFP) which forecasts our financial position to March 2023. Future years take into account known cost pressures and planned savings and although we have a surplus budget position for 2020/21, the MTFP predicts a budget shortfall for the years beyond this. This position will be updated during 2020 and will also need to give consideration to:

- the outcome of the Government's comprehensive spending review
- the partial localisation of business rates from April 2021
- the outcomes of the Fair Funding Review being undertaken by Government
- the government review of funding for Adult Social Care services

In response to the financial challenges being faced by Local Government, CIPFA have now published a financial resilience index to act as an analytical tool to consider the Council's position over a number of measures associated with financial risk.

We are regularly assessing our latest financial performance for its potential impact on our overall financial resilience. To date, we have not identified any significant impacts which would affect our financial resilience in the near future.

CIPFA have also published a new Financial Management (FM) Code designed to support good practice in financial management and demonstrating financial sustainability. We will undertake a review of our current practice against the new code to aim to meet the compliance implementation date of April 2021.

The Council is the accountable body for the [Greater Lincolnshire Local Enterprise Partnership](#) (GLEP) and supports its governance framework – providing assurance and transparency on the spending of government funds.

## Key considerations on how covid-19 has impacted on VFM

**Medium Term Financial Planning** – the Council had set our budgets for 2020/21 amidst a level of uncertainty due to delays in government reviews of public sector finances following Brexit. These reviews now look to be deferred for at least a further year, so we will continue to operate with an uncertainty about what the future funding levels will be to delivery our services.

We are still planning to update our Medium Term Financial Strategy over the summer, which will look to capture the likely short and medium term impacts of the current emergency situation on the Council's financial position.

We are increasing the number of **budget monitoring reports** to be shared with our members, to ensure the monitoring of our financial position is more timely and transparent. Our reporting is also capturing the additional costs resulting from the emergency response.

There has been a **delay on some of our procurement activity**, this does not mean we are no longer receiving value on these contracts, but this may have delayed planned service improvements or the delivery of efficiencies. We have also been supporting our suppliers by continuing to pay for normal levels of service, when this may not reflect the services being delivered. This is to ensure our suppliers can continue to operate and remain financially stable to beyond the Covid-19 pandemic.

The Council has had to initiate some new activity as a result of the pandemic, including **support to those members of our communities identified as clinically vulnerable.**

The government has made **emergency grant payments** to the Council specifically for the purpose of supporting the additional costs of the local decisions being made to manage the emergency response and recovery. The additional costs and impacts of the Covid-19 pandemic, and use of the government grant are being closely monitored and regularly updated.

## Roles and Responsibilities

### Head of Internal Audit

The Head of Internal Audit is required to provide an independent opinion on the overall adequacy of and effectiveness of the Council's governance, risk and control framework and therefore the extent to which the Council can rely on it.

The annual report has been considered in the development of the Annual Governance Statement and any significant governance issues incorporated as appropriate. The opinion of the Head of Internal Audit is included in this statement.

They are able to operate effectively and perform their core duties - complying with the CIPFA Statement on the role of the Head of Internal Audit.

### Monitoring Officer

The Chief Legal Officer is the designated Monitoring Officer with responsibility for ensuring the lawfulness of decisions taken by us as detailed in the [Constitution](#).

The Monitoring Officer is responsible for ensuring the Council complies with its duty to promote and maintain high standards of conduct by members and co-opted members of the authority.

### Chief Finance Officer

The Council has designated the Executive Director – Resources (formally Executive Director - Finance and Public Protection) as the Chief Finance Officer under Section 151 of the Local Government Act 1972. He leads and directs the financial strategy of the Council.

They are a member of the Council's Leadership Team and have a key responsibility to ensure that the Council controls and manages its money well. They are able to operate effectively and perform their core duties - complying with the CIPFA Statement on the role of the Chief Finance Officer.

### Senior Information Risk Owner

The Executive Director – Resources is the designated Senior Information Risk Owner with responsibility for strategic information risks and leads and fosters a culture that values, protects and uses information in a manner that benefits the Council and the services it delivers.

The Senior Information Risk Owner also ensures an appropriate governance framework is in place to support the Council in meeting its statutory, regulatory, and third party information obligations, and which mitigates information risk from internal and external threats.

## Director of Public Health

The Director of Public Health gains assurance from a range of organisations on the suitability and effectiveness of arrangements for protecting the health of local people from a broad range of threats to their health.

One of the statutory duties of each local authority Director of Public Health is to produce an independent report on the state of the health of the people they serve on an annual basis. Local authorities have a statutory duty to publish the report. As the reports are aimed at lay audiences, the key feature of the reports must be their accessibility to the wider public. This year's report is on the burden of disease in Lincolnshire and is available [here](#).

## Council managers

Our managers have the day to day responsibility for services, and are accountable for their successful delivery. They set 'the tone from the top' and develop and implement the policies, procedures, processes and controls – ensuring compliance.

## Corporate Leadership Team

Our corporate leadership team oversees the Council's governance arrangements and the development of the Annual Governance Statement. There is also a corporate governance group of officers whose role is to support the Council to ensure that it complies with the standards of good governance.

**The Leader of the Council, Chief Executive and Executive Director - Resources have overseen the review of our governance arrangements and have signed the Annual Governance Statement.**

## Effective Scrutiny and Review

### Overview and Scrutiny Management Board

The [Overview and Scrutiny Management Board](#) exists to review and scrutinise any decision made by the Executive, Executive Councillor or key decision made by an officer.

The key aim of scrutiny in councils is to:

- Provide healthy and constructive challenge
- Give voice to public concerns
- Support improvement in services
- Provide independent review

Each year an [Overview and Scrutiny Management Board Annual Report](#) is produced showing the activities undertaken.

### Audit Committee

The Council's Audit Committee plays a vital role overseeing and promoting good governance, ensuring accountability and reviewing the ways things are done.

It provides an assurance role to the Council by examining areas such as audit, risk management, internal control, counter fraud and financial accountability. The Committee exists to challenge the way things are being done and make sure the right processes are in place. It works closely with both internal audit and senior management to continually improve the Council's governance, risk and control environment.

[Find out more about the Audit Committee here.](#)

### Full Council

The Annual Governance Statement is brought to the attention of the full Council.

### External Audit

The Council's financial statements and annual governance statement are an important way we account for our stewardship of public funds.

Mazars, our external auditors, audit our financial statements and provide an opinion on these. They also assess how well we manage our resources and deliver value for money to the people of Lincolnshire.

They also review the annual governance statement to assess if it accurately reflects their understanding of Council.

## Information Assurance

Information is a critical asset and must be subject to an effective governance and assurance approach throughout its lifecycle, from creation through to destruction. Information assurance provides a mechanism which seeks to achieve this by confidently managing information risk through the application of a diverse set of controls.

It also ensures that the Council understands, and aligns with, the legal and regulatory environment within which it operates by using information in a way which is lawful, fair, secure and transparent, achieving this in a way which helps, not hinders, the delivery of council services.

## Employee Survey

An employee survey was undertaken in **November 2019**. The completion rate was 48% of the workforce. All the work we are doing to improve the experience as an employee of LCC is supported by the Transformation programme.

**57% of staff thought that we do operate and work well as One Council however you wanted to know more about what 'One Council' is and how it will work.**

At its core, transformation will:

- create identity as a Council, not separate services,
- use digital and enabling technology
- consider climate action and sustainability.

## The 4 workstreams are People, Customers, Property and Processes

**People:** What it means to be a great LCC employee, manager and leader – what is a digital employee. Adapting Services and processes to deliver our strategies

**Customers:** Putting our customers at the heart of everything we do. New community strategy, accessible, digitally enabled and personalised customer experience

**Property:** Reviewing the property strategy including the buildings we need, their upgrade and our agile and flexible working approaches.

**Processes:** Reviewing, refreshing and simplifying corporate processes making use of new digital opportunities. Using data and programme management to enable and demonstrate effective performance.

## How we carry out assurance

A combined assurance status report is produced by each executive director.

It looks at the level of confidence the Council can have in each area for:

- service delivery arrangements
- management of risks
- operation of controls
- performance

These reports were reviewed by the Audit Committee on 10<sup>th</sup> February 2020.

The council adopts the 'three lines of assurance' methodology, as seen below.

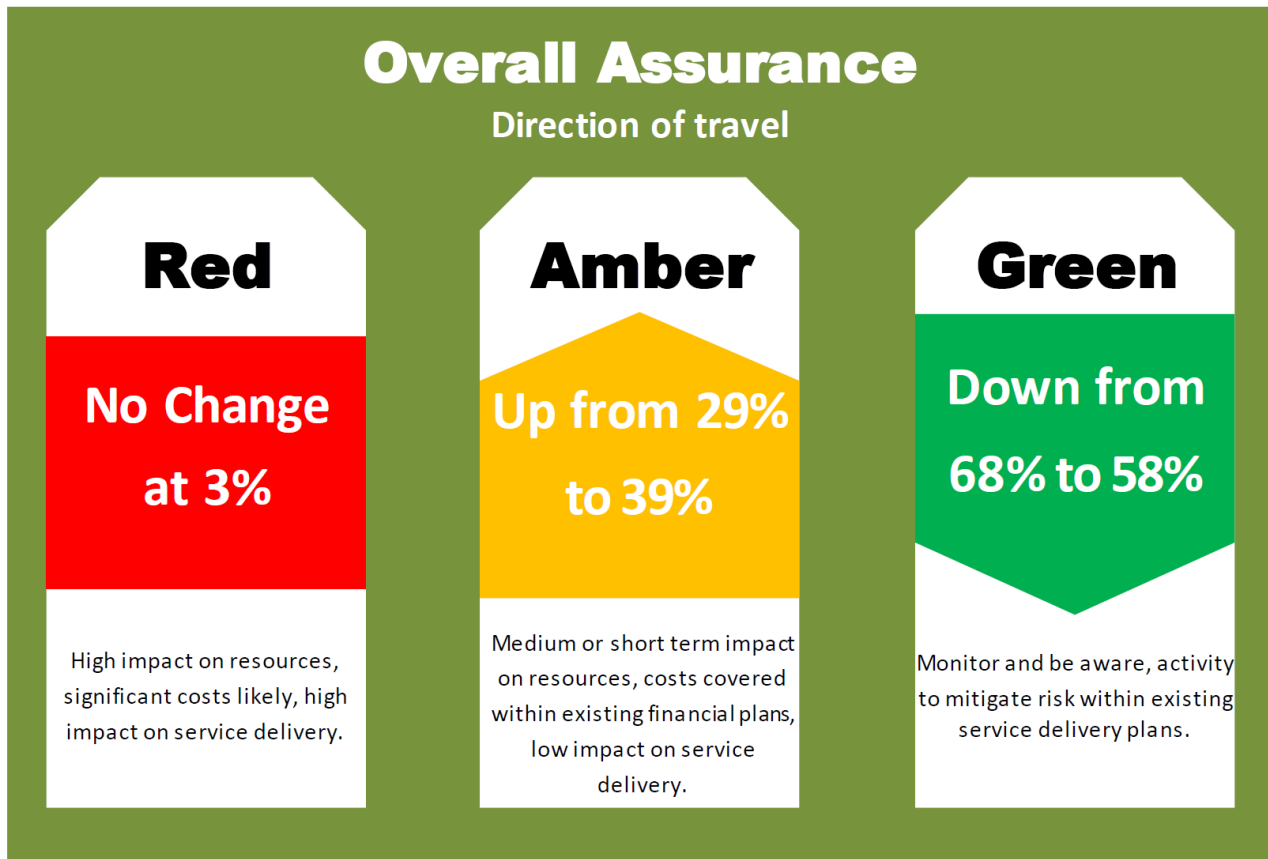
### How do we assure ourselves about how the council is run?



## The Council's assurance levels

Overall there is a positive assurance picture for the Council but one that reflects the complex environment in which we operate – recognising that some areas will remain at Amber.

The Council will need to be comfortable with taking more high risk decisions and accepting that there may be service failures as a consequence of budget and service reductions.



The key areas of improvement identified in our assurance map include:

Area	Executive Director
Better governance and oversight of key projects – including benefit realisation	Executive Director Commercial
Delivery and oversight of transformation programmes – which includes the following work streams: <ul style="list-style-type: none"> <li>• Our people</li> <li>• Our customers</li> <li>• Our property</li> <li>• Our processes</li> </ul> with enabling technology across all work streams.	Executive Director Commercial



Area	Executive Director
Review of contract management and associated commercial / third party risks	Executive Director Commercial
Implement improvements over our risk management arrangements – including updating the Strategic Risk Register	Executive Director Resources
Reviewing our decision making and scrutiny processes	Executive Director Resources
Update of Corporate Plan & performance management arrangements	Corporate Leadership Team
Review of Assurance and Accountability framework following the review of the Corporate Plan and corporate oversight functions	Corporate Leadership Team
Implement improvement actions arising from the Peer Review 2019	Corporate Leadership Team
Implement improvement actions arising from the Employee Survey 2019	Corporate Leadership Team

Implementation of agreed actions will be monitored through the Council's performance management systems – including its transformation programme and success framework. This measures the achievement of our Corporate Plan - approved by the Council in December 2019.

## Head of Internal Audit Opinion





The opinion of the Head of Internal Audit is given for 2019/20 on four areas of Council assurance:

- **governance** (how the Council is run)
- **risk** (the risks to the Council's operations)
- **internal controls** (the processes in place to ensure compliance)
- **financial controls** (the processes in place to ensure we manage our finances appropriately)

For the twelve months ended 31 March 2020 the Council's arrangements for governance, risk management and control is unaffected by the coronavirus. That said, my opinion needs to be contemporary and take into account its impact on the Council's governance, risk and control environment.

Based on the work we have undertaken and information from other sources of assurance, my opinion on the adequacy and effectiveness of the Council's arrangements for governance, risk management and control is:

This opinion is however **caveated** as it **not possible for us to quantify** the additional risk arising from the Council's response and recovery or the overall impact on the framework of governance, risk management and control.

<p><b>Governance</b></p> 	<p><b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council</p>
<p><b>Risk</b></p> 	<p><b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council</p>
<p><b>Internal Control</b></p> 	<p><b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council</p>
<p><b>Financial Control</b></p> 	<p><b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council</p>

## Appendix 1 – Governance framework

### Where do we need assurance?

-  Compliance
-  Democratic engagement & public accountability
-  Management of risk
-  Financial management
-  Members & Officers roles & responsibilities
-  Standards of conduct & behaviour
-  Action plan approved & reported on.
-  Effectiveness of Internal controls
-  Services delivered

### Where can / do we get assurance from?

-  Constitution
-  Audit committee, council executive & scrutiny
-  Internal & external audit
-  Independent & external sources
-  Financial strategy
-  Complaints system, counter fraud & whistle blowing
-  HR policies & codes of conduct
-  Risk management strategy & framework
-  Performance management system

## Appendix 2 – Strategic risk register

Good risk management is part of the way we work. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change – balancing risk, quality, cost and affordability.

This put us in a stronger position to deliver our goals and provide excellent services.

Our Strategic Risk Register is regularly reviewed and our risks are being effectively managed.

Risk	Mitigating actions	Risk rating	Level of assurance	DoT
Safeguarding children	Good and effective management arrangements in place with controls working effectively	Medium	Substantial	↑
Safeguarding adults	Programme in place to develop and implement suitable assurance frameworks for commissioned services & personal budgets.	Medium	Substantial	↑
Good business continuity and resilience	Programme in place to review and test continuity and recovery plans	Medium	Substantial	↑
Market Supply – Adequacy of market supply to meet eligible needs across a number of directorates within the Council	Strong relationships with providers & funding for residential care secured. Improved contract management.	Medium	Limited	↑
Ability to deliver our programme of designated projects	Project governance arrangements in place – but corporate oversight needs improving	Will be updated once the transformation plan agreed		↑
Funding and maintaining financial resilience	2019/2020 budget underway. Good financial management and monitoring.	Medium	Substantial	=
Ability to recruit and retain staff in high risk areas	Proactive work continuing in this area	Medium	Substantial	↑
Ensuring contracts and markets (other than adult care) are fit for purpose	Commercial team supports the business with ongoing work to strengthen contract management (intelligent client) and learning from procurement/existing	Medium	Limited	=

Risk	Mitigating actions	Risk rating	Level of assurance	DoT
	contracts			
There is a risk of a successful cyber-attack against the council which will have a significant/critical impact	Ongoing work to identify and manage the ever changing risk presented by cyber threats. ISO/IEC 27001:13 accreditation attained	High	Limited	↑
IT Infrastructure – the ability to implement transformational aspirations and deliver business as usual	IT Governance Board in place – together with appropriate resources / projects to deliver transformation. New post established to support oversight and accountability.	Medium	Limited	↑

Key	Risk	Assurance
Red	High impact on resources, significant costs likely, high impact on service delivery	Low level of confidence over the design and operation of controls, performance or management of risk
Amber	Medium or short term impact on resources, cost covered within existing financial plans, low impact on service delivery	Medium level of confidence over the design and operation of controls, performance or management of risk
Green	Monitor and be aware , activity to mitigate the risk within existing service delivery plans / management arrangements	High level of confidence over the design and operation of controls, performance or management of risk

Direction of Travel (DoT)	
↑	Improving
=	Static

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## Regulatory and Other Committee

<b>Open Report on behalf of David Coleman, Monitoring Officer</b>
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Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Monitoring Officer's Annual Report</b>

### **Summary:**

This Report introduces the Annual Report of the Monitoring Officer for 2019/20 as provided for by the Committee on 18 November 2019.

### **Recommendation(s):**

That the Audit Committee receives and considers the Monitoring Officer's Annual Report.

### **Background**

At its meeting on 18 November 2019 the Audit Committee resolved that an annual report from the Monitoring Officer be brought to the Audit Committee. This report sets out that Annual Report.

### **Role of the Monitoring Officer**

The law requires the County Council to designate one of its senior officers as the Monitoring Officer. I have been designated in this role since 1 October 2018.

Under the Constitution I maintain an up-to-date version of the Constitution and ensure that it is widely available for consultation by Councillors, Officers and the public.

One of my main duties as the Monitoring Officer is to ensure that the County Council acts and operates within the law. I advise on whether decisions of the Executive are lawful and in accordance with the Budget and Policy Framework. I have to report to the full Council or to the Executive if I consider that any proposal, decision or omission would give rise to unlawfulness or maladministration. Such a report would have the effect of stopping the proposal or decision being implemented until the report has been considered.

I report to the Executive or full Council where the Local Government Ombudsman issues a Public Report in respect of maladministration or a failure to provide services or a failure in any services provided, under the Local Government Act 1974.

I also help promote and maintain high standards of conduct by Council members, officers. When required I process complaints about alleged breaches of the members' Code of Conduct in accordance with the local arrangements and work with the Audit Committee to deal with breaches and to achieve high standards.

The standards regime also requires that councillors register their disclosable pecuniary interests. I am responsible for ensuring that the register is being maintained and consider applications in relating to the granting of dispensations.

In addition to the above I also fulfil duties that do not necessarily result from the statutory functions of the Monitoring Officer. In particular I am:-

- the Senior Responsible Officer in respect of the Regulation of Investigatory Powers Act 2000; and
- the Responsible Officer for the Council's Whistle Blowing Policy (Confidential Reporting Code). The Audit Committee receives an Annual Report on this from the Head of Corporate Audit.

### **Ensuring Lawfulness**

Every Decision-Making Report that comes before the County Council, the Executive or an individual Executive Councillor is required to contain a Legal Comment.

As a result there is a robust process for identifying the legal issues raised by any proposed decision and ensuring that these are addressed in the Report. This consideration of legal issues deals with the powers of the Council to take the steps proposed, any procedural issues such as the requirement for consultation, the way in which the decision is proposed to be implemented (e.g. compliance with procurement obligations) and the rationality of the decision – i.e. whether the report sets out a legally sound case for the course of action recommended.

I am pleased to report that as a result of these controls there were no occasions where the Monitoring Officer had to issue a formal report relating to the lawfulness of a decision.

### **Local Government and Social Care Ombudsman**

In 2019/20 there were 55 referrals to the Local Government Ombudsman, down from 77 in 2018/19. Of these:



- 40 (down from 66) resulted in no fault being found by the LGO either because the complaint was premature or otherwise not investigated or because it was investigated and no fault found
- 8 of these were cases where as a result of an investigation, no fault was found
- 20 referrals were not investigated
- Of these, 12 were premature
- 9 referrals are ongoing
- 6 (down from 11) cases of fault were found

The areas where fault were found can be summarised as follows:

<b>Fault</b>	<b>Action Taken</b>
The Council failed to provide the one-to-one education specified in a child's Education, Health and Care Plan	The Council agreed to pay a financial remedy for the distress caused and for any shortfall in the child's education
The Council failed to follow its procedure when considering a safeguarding referral, failed to document its decision and there was delay in completing an investigation. That did not affect the Council's decision but caused the complainant some distress.	An apology was given and a reminder issued to officers.
The Council's commissioned care provider stopped a service user's medication. The care provider was at fault for stopping medication without checking with a GP. This did not cause significant harm to the service user but caused some confusion.	The care provider has already amended its medication procedures. The Council has agreed to apologise for the confusion caused.
The Council had mishandled the complainant's son's Education Health and Care Plan.	The Council had already apologised, which was accepted by the Ombudsman as a suitable remedy.
The Council did not properly explain what a service user needed to pay towards residential care. This caused the complainant to incur debt that the care provider then sought to recover from the service user in a way the Council accepts was unacceptable.	<p>The Council has recognised that its communications fell short of best practice. The Council agreed to apologise, pay compensation meet the outstanding debt and address the care provider's behaviour.</p> <p>The Council has also agreed to review its existing contract arrangements for the recovery of payments from service users in the light of Care Act statutory guidance.</p>

The Council failed to ensure the complainant's daughter received the provision outlined in her EHC Plan.	The Council agreed to pay compensation
--	--

In addition to the above cases the Ombudsman in January 2020 issued a second public report into a case that the Council originally responded to in July 2018.

In his original report, dated 17 November 2017, the Ombudsman found that the Council's payment process for Third Party Contributions relating to residential care amounted to a departure from the Care Act guidance for which the Council had given no cogent reason and therefore amounted to maladministration. He recommended that the Council changed its payment arrangements so that instead of paying the care home after the care home had first failed to collect payment from the third party, the Council should pay the full amount to the care home from the start.

This Report was considered by the Adult Scrutiny Committee on 14 February 2018 and the Executive on 6 March 2018. A review was carried out and on 10 July 2018 the Executive Councillor for Adult Care, Health and Children's Services approved changes to the Council's contractual arrangements but did not to accept the Ombudsman's recommendation. The Council agreed to review its payment arrangements again in 2021/22.

On 30 January 2020 the Ombudsman issued a second public report expressing his dissatisfaction with the Council's response to his first report.

The Council has brought forward its proposed review of its payment arrangements and the results of this review and the Council's response to the Ombudsman's second report will be considered by Adults Scrutiny Committee in September and the Executive at the beginning of October.

The Ombudsman publishes all of its decision notices on its website in anonymised form whether or not a finding is made against the Council.

## **Standards**

### *Councillors' Code of Conduct*

In 2019/20 the Council undertook a fundamental review of its Members' Code of Conduct and Local Arrangements for Dealing with Standards Complaints.

This was in response to a Report from the Committee on Standards in Public Life and was undertaken by a Working Group of members established by the Audit Committee which undertook a full review of the Code in the light of the CSPL recommendations.

The Working Group reported on its work to the Audit Committee on 18 November 2019 which recommended a number of changes to the full County Council which approved those changes at its meeting on 11 December 2019.

Those changes clarified and strengthened the Code in a number of areas including Gifts and Hospitality, co-operation with complaints, confidentiality, disclosure of disclosable pecuniary interests and bullying and harassment.

The Local Arrangements for dealing with Standards Complaints were significantly amended laying out in much more detail how members of the public should complain and how they can expect any complaint to be dealt with.

### *Complaints*

From 1 April 2019 to 31 March 2020 I received 7 complaints of breaches of the Code of Conduct. None of these had been made by one County Councillor against another County Councillor. All were from members of the public. Three of these related to the heading of Respect only. Two related to the heading of objectivity. One related to the heading of honesty. One of these related to a number of headings under the Code. All of the complaints were deemed to relate to activity in the capacity of County Councillor. Six of the complaints were judged not to engage the Code of Conduct. One of the complaints engaged the Code of Conduct but did not call for an investigation because the behaviour complained of did not have a significant impact on the reputation of the Council as provided for under the Local Arrangements at the time.

There have been no formal hearings under the Local Arrangements.

This pattern reflects the position reported by the Code of Conduct Working Group to the Committee in November 2019 which identified a low number of complaints between September 2018 and 2019. Since that Report only one further complaint has been received. This further reflects the findings of the Ethical Governance Audit reported to the Audit Committee on 25 March 2019.

### *Independent Persons*

The Council appoints Independent persons to assist it in determining any outcomes of an investigation. The Council currently only has one Independent Person, Alan Pickering. I have consulted Mr Pickering informally on several occasions in dealing with complaints.

A recruitment process to identify an additional Independent Person in 2019 was unsuccessful but a renewed attempt will be made when circumstances are appropriate.

### **Register of Councillors' disclosable pecuniary interests**

All Councillors have made entries on their register of disclosable pecuniary interests. A number of councillors amended their entries during the year as their circumstances changed.

Members' disclosures are reviewed on a regular basis by the Head of Democratic Services.

## **Register of Officers' Interests**

Managers continue to ensure that officers are aware of their obligations in respect of the Register of Officers' Interests. The register is maintained by the Democratic Services team and is regularly reviewed.

An Audit undertaken in 2019/20 identified only limited assurance around Officers' Interests since when an action plan has been put together to address the concerns progress with which is reported to the Audit Committee.

## **Regulation of Investigatory Powers Act (RIPA) 2000**

Under the above Act the Council is able to authorise the use of covert surveillance of two types:-

- Directed surveillance which is surveillance not carried out in residential premises or a private vehicle and which is conducted for the purposes of a specific investigation or operation. This can only be used for more serious types of offence; and
- The use of Covert Human Intelligence Sources which includes undercover officers, public informants and people who make test purchases

Once the Council has authorised the use of such surveillance the authorisation must be approved by a Justice of the Peace before it can be acted on

The Council is regulated in its use of these powers by the Investigatory Powers Commissioner's Officer (IPCO).

Trading Standards were the only department to use covert surveillance during 2019/20. In total 5 operations were approved:

- 1 Directed Surveillance application
- 4 Covert Human Intelligence Sources (CHIS) operations.

The Council has not been inspected by IPCO in recent years. Instead, the County Council makes a statistical return in response to which the Commissioner may seek further assurance if necessary. The Commissioner has been satisfied with the County Council's returns probably due to low level of covert surveillance activity undertaken by the Council.

Clear authorisation procedures are in place for the exercise of RIPA powers by the Council which are administered from within Legal Services.

## **Whistleblowing**

The administration of the Confidential Reporting Policy is undertaken by Internal Audit. The last report was submitted to the Audit Committee in November 2019.

## Conclusion

The Report sets the Monitoring Officer Annual Report for 2019/20. It provides the Committee with information from which it can carry out its assurance function in relation to areas of the Council's business which fall within the Monitoring Officer's remit.

## Consultation

### a) Have Risks and Impact Analysis been carried out?

No

### b) Risks and Impact Analysis

N/A

## Appendices

None

## Background Papers

Document title	Where the document can be viewed
Report to Audit Committee 18 November 2019 – "Code of Conduct Working Group Report"	Democratic Services
Report to County Council 11 December 2019 – "Members' Code of Conduct"	Democratic Services

This report was written by David Coleman, who can be contacted on 07741 606143 or [David.Coleman@lincolnshire.gov.uk](mailto:David.Coleman@lincolnshire.gov.uk) .

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## Regulatory and Other Committee

### Open Report on behalf of David Coleman, Monitoring Officer

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Local Government Association Model Code of Conduct</b>

#### Summary:

This Report informs the Committee of the publication by the Local Government Association (LGA) of a consultation draft of a model Code of Conduct for Council members and invites the Committee to consider how to respond to the consultation draft issued by the LGA.

#### Recommendation(s):

That the Audit Committee:-

- 1) Notes and considers the draft Model Code of Conduct issued for the purposes of consultation by the LGA and determines whether to issue a response; and
- 2) If it determines to respond, delegates to the Monitoring Officer authority to determine the final form of the Council's response to the LGA in consultation with the members of this Committee and such other members as he considers appropriate.

#### Background

One of the recommendations of the Committee on Standards in Public Life in their Report on ethical standards in local government of January 2019 was that the Local Government Association (LGA) should produce a Model Code of Conduct for use by authorities. The aim of this was to introduce a level of consistency across local government.

The LGA has now issued a Model Code for consultation a copy of which is attached at Appendix A.

An initial comparison of the Model Code to the County Council's revised Code suggests there are differences between them and in particular the inclusion in the Model Code of:-

- a requirement not to bring the Council into disrepute including by acting dishonestly.
- a requirement to act with civility.
- a requirement not to compromise the impartiality of anyone who works for or on behalf of the Council.
- a requirement not to misuse Council resources and facilities.
- a wider range of declarable interest going beyond the Disclosable Pecuniary Interests defined in law.

The LGA has initiated a period of consultation ending on 17 August 2020 and has identified a number of questions set out in Appendix B.

The Committee will wish to consider whether it submits a response to the consultation and how to determine the content of that response. If the Committee decides to respond it is proposed that the Monitoring Officer is given delegated authority to determine the final form of the response in consultation with the members of this Committee and such other members as he considers appropriate.

It is proposed that that consultation be undertaken by e-mail.

### **Conclusion**

The Report invites the Committee to consider whether to respond to the recent consultation launched by the LGA into its draft model Member Code of Conduct.

### **Consultation**

#### **a) Have Risks and Impact Analysis been carried out?**

No

#### **b) Risks and Impact Analysis**

N/A

### **Appendices**

These are listed below and attached at the back of the report	
Appendix A	Local Government Association Draft Model Code of Conduct
Appendix B	Local Government Association Draft Model Code of Conduct Consultation Questions



## Background Papers

Document title	Where the document can be viewed
Report to Audit Committee 18 November 2019 – "Code of Conduct Working Group Report"	Democratic Services
Report to County Council 11 December 2019 – "Members' Code of Conduct"	Democratic Services

This report was written by David Coleman, who can be contacted on 07741 606143 or [David.Coleman@lincolnshire.gov.uk](mailto:David.Coleman@lincolnshire.gov.uk) .

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# Local Government Association Model Member Code of Conduct

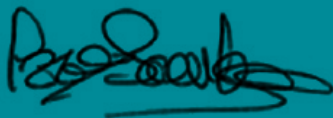
# Introduction

The Local Government Association (LGA) is providing this Model Member Code of Conduct as part of its work on supporting the sector to continue to aspire to high standards of leadership and performance.

The role of councillor in all tiers of local government is a vital part of our country's system of democracy. In voting for a local councillor, the public is imbuing that person and position with their trust. As such, it is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. The conduct of an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to and want to participate with. We want to continue to attract individuals from a range of backgrounds and circumstances who understand the responsibility they take on and are motivated to make a positive difference to their local communities.

All councils are required to have a local Member Code of Conduct. This Model Member Code of Conduct has been developed in consultation with the sector and is offered as a template for councils to adopt in whole and/or with local amendments. The LGA will undertake an annual review of the Code to ensure it continues to be fit-for-purpose, particularly with respect to advances in technology, social media and any relevant changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code, whilst the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

As a councillor we all represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent everyone (in our ward/town/parish), taking decisions fairly, openly, transparently and with civility. Councillors should also be treated with civility by members of the public, other councillors and council employees. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations. This Code, therefore, has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.



**Councillor Izzie Seccombe OBE**  
Leader, LGA Conservative Group



**Councillor Nick Forbes CBE**  
Leader, LGA Labour Group



**Councillor Howard Sykes MBE**  
Leader, LGA Liberal Democrats Group



**Councillor Marianne Overton MBE**  
Leader, LGA independent Group

## Purpose

The purpose of this Code of Conduct is to assist councillors in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow councillors, council officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

## Application of the Code

The Code of Conduct applies to you when you are acting [or claiming or giving the impression that you are acting]<sup>1</sup> in [public or in]<sup>2</sup> your capacity as a member or representative of your council, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media, [including where you could be deemed to be representing your council or if there are potential implications for the council's reputation.] Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

## The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, council officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

## Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of councillor

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

## Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act [or claim or give the impression that you are acting] as a councillor [or in public], including representing your council on official business and when using social media.

**As a councillor I commit to:**

## Civility

- 1. Treating other councillors and members of the public with civility.**
- 2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the council, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

## Bullying and harassment

- 3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

## Impartiality of officers of the council

- 4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.**

Officers work for the council as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

## Confidentiality and access to information

- 5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.**
- 6. Not preventing anyone getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and

printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the council are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## Disrepute

### **7. Not bringing my role or council into disrepute.**

Behaviour that is considered dishonest and/or deceitful can bring your council into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other councillors and/or your council.

## Your position

### **8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a member of the council provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

## Use of council resources and facilities

### **9. Not misusing council resources.**

You may be provided with resources and facilities by the council to assist you in carrying out your duties as a councillor. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given

to you to help you carry out your role as a councillor more effectively and not to benefit you personally.

## Interests

### **10. Registering and declaring my interests.**

You need to register your interests so that the public, council employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer/Town or Parish Clerk and more detail is set out in appendix B.

## Gifts and hospitality

### **11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.**

### **12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.**

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you

because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you think may have been offered to influence you.

Note – items in square brackets [x] refer to recommendations made by the Committee on Standards in Public Life and may be part of a future Government consultation. This includes possible future sanctions and appeals processes.

## Breaches of the Code of Conduct

Most councillors conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any councillors who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.



# Example

## LGA guidance and recommendations

### Internal resolution procedure

Councils must have in place an internal resolution procedure to address conduct that is in breach of the Member Code of Conduct. The internal resolution process should make it clear how allegations of breaches of the Code of Conduct are to be handled, including the role of an Independent Person, the appeals process and can also include a local standards committee. The internal resolution procedure should be proportionate, allow for members to appeal allegations and decisions, and allow for an escalating scale of intervention. The procedure should be voted on by the council as a whole.

In the case of a non-criminal breach of the Code, the following escalating approach can be undertaken.

If the breach is confirmed and of a serious nature, action can be automatically escalated.

1. an informal discussion with the monitoring officer or appropriate senior officer
2. an informal opportunity to speak with the affected party/ies
3. a written apology
4. mediation
5. peer support
6. requirement to attend relevant training
7. where of a serious nature, a bar on chairing advisory or special committees for up to two months
8. where of a serious nature, a bar on attending committees for up to two months.

Where serious misconduct affects an employee, a member may be barred from contact with that individual; or if it relates to a specific responsibility of the council, barred from participating in decisions or information relating to that responsibility.

## Endnotes

1. CSPL recommend that “Section 27(2) of the Localism Act 2011 should be amended to state that a local authority’s code of conduct applies to a member when they claim to act, or give the impression they are acting, in their capacity as a member or as a representative of the local authority”.
2. CSPL recommend that “councillors should be presumed to be acting in an official capacity in their public conduct, including statements on publicly accessible social media. Section 27(2) of the Localism Act 2011 should be amended to permit local authorities to presume so when deciding upon code of conduct breaches.”
3. Subject to footnotes 1 and 2 above
4. See CSPL website for further details [www.gov.uk/government/news/the-principles-of-public-life-25-years](http://www.gov.uk/government/news/the-principles-of-public-life-25-years)
5. ACAS’s definition of bullying

# Appendices

## Code Appendix A

The principles are :

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **Honesty**

Holders of public office should be truthful.

### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Code Appendix B

### **Registering interests**

1. Within 28 days of this Code of Conduct being adopted by the council or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

### **Declaring interests**

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
  - a. your own financial interest or well-being;
  - b. a financial interest or well-being of a friend, relative, close associate; or
  - c. a body covered by table 1 below

you must disclose the interest.

7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

**Table 1: Disclosable Pecuniary Interests**

Subject	Description
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.  [Any unpaid directorship.]
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses.  This includes any payment or financial benefit from a trade union within the meaning of the <b>Trade Union and Labour Relations (Consolidation) Act 1992</b> .
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —  (a) under which goods or services are to be provided or works are to be executed; and  (b) which has not been fully discharged.
<b>Land and Property</b>	Any beneficial interest in land which is within the area of the council.  ‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
<b>Corporate tenancies</b>	Any tenancy where (to the councillor’s knowledge)—  (a) the landlord is the council; and  (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where—  (a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and  (b) either—  (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or  (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\*'director' includes a member of the committee of management of an industrial and provident society.

\*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registerable Interests**

<b>Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council;</b>	
Any Body—	(a) exercising functions of a public nature;
	(b) directed to charitable purposes; or
	(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
of which you are a member or in a position of general control or management.	





**Local Government Association**

18 Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email [info@local.gov.uk](mailto:info@local.gov.uk)

[www.local.gov.uk](http://www.local.gov.uk)

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For a copy in Braille, larger print or audio,  
please contact us on 020 7664 3000.  
We consider requests on an individual basis.

REF 11.197



## **LGA Consultation on Draft Model Member Code of Conduct**

Thank you for taking the time to complete this consultation. This Model Member Code of Conduct [[Model Member Code of Conduct.pdf](#)] aims to be concise, written in plain English and be understandable to members, officers and the public. The Model Member Code is designed to aid members in all tiers of local government model the behaviours and high standards that anyone would expect from a person holding public office. Equally, it articulates behaviour which falls below the standards that would be expected of council members. It is designed to help set a framework for public and councillor interaction, emphasising the importance of civility and that councillors should be protected from bullying, intimidation and abuse.

The LGA has reviewed the existing Model Member Code of Conduct and updated it here incorporating the recommendations from the Committee on Standard's in Public Life's recommendations on Local Government Ethical Standards and the representation from its membership. Part of the Committee's recommendations were the introduction of sanctions for breaches of the code, alongside an appeals process. This aspect is out of scope of this consultation, as it requires legislative changes by Government, but the LGA has sought to reflect some of the possible changes by using square brackets where legal changes would be necessary. The LGA is continuing to take soundings from the sector on the issue of sanctions in anticipation of a Government response to the Committee's recommendations.

This consultation addresses key areas that the LGA would like a view on to help finalise the Code. It is aimed at councillors and officers from all tiers of local government. If you would like a wider discussion about the code, please do sign up to one of the forthcoming Webinars the LGA are holding as part of this consultation. Details will be posted on our [LGA events website](#).

### **Instructions and privacy notice**

You can navigate through the questions using the buttons at the bottom of each page. Use the 'previous' button at the bottom of the page if you wish to amend your response to an earlier question.

All responses will be treated confidentially. Information will be aggregated, and no individual or authority will be identified in any publications without your consent. Identifiable information may be used internally within the LGA but will only be held and processed in accordance with our [privacy policy](#). We are undertaking this consultation to aid the legitimate interests of the LGA in supporting and representing authorities.

Please complete your response in one go - if you exit before submitting your response your answers may be lost. If you would like to see an overview of the questions before completing the consultation online, you can access a PDF [here](#).

## About you

Your name \_\_\_\_\_

### Are you...

- A councillor
- An officer
- Answering on behalf of a whole council (Please provide council name below)

\_\_\_\_\_

- Other (please specify below)

\_\_\_\_\_

### Please indicate your council type

- Community/Neighbourhood/Parish/Town
- District/Borough
- County
- Metropolitan/Unitary/London Borough
- Other (please specify below)

\_\_\_\_\_

### Application of the Code

Under the Localism Act 2012, the Code of Conduct applies to councillors only when they are acting in their capacity as a member. The LGA believes that because councillors are elected by the public and widely recognised by the public, it makes sense for them to continue to model these behaviours when they are making public comment, are identifying as a councillor and when it would be reasonable for the public to identify them as acting or speaking as a councillor. The Committee on Standards in Public Life supported this approach in their report into Local Government Ethical Standards. Whilst the LGA is waiting for Government's response to these recommendations the option has been added in square brackets as it would need changes in legislation.

**Q1. To what extent do you support the proposal that councillors demonstrate the behaviours set out in the Code when they are publicly acting as, identifying as, and/or giving the impression that they are acting as a councillor, including when representing their council on official business and when using social media?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

**Q1a. If you would like to elaborate on your answer please do so here:**

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**Q2. Is it sufficiently clear which parts of the Model Code are legal requirements, which are obligations, and which are guidance?**

- Yes
- No
- Don't know

**Q3. Do you prefer the use of the personal tense, as used in the Code, or would you prefer the passive tense?**

- Personal tense ("I will")
- Passive tense ("Councillors should")
- No preference

### **Specific obligations**

The Code lists 12 specific obligations – these set out a minimum standard councillors are asked to adhere to.

Each obligation or group of obligations is put into a wider context to explain why that particular obligation is important.

**Q4. To what extent to you support the 12 specific obligations?**

	To a great extent	To a moderate extent	To a small extent	Not at all	Don't know / Prefer not to say
1. Treating other councillors and members of the public with civility.					
2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.					
3. Not bullying or harassing any person.					
4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.					
5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.					
6. Not preventing anyone getting information that they are entitled to by law.					
7. Not bringing my role or council into disrepute.					
8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.					

9. Not misusing council resources.					
10. Registering and declaring my interests.					
11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.					
12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.					

**Q5. If you would like to propose additional or alternative obligations, or would like to provide more comment on a specific obligation, please do so here:**

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**Q6. Would you prefer to see the obligations as a long list followed by the guidance, or as it is set out in the current draft, with the guidance after each obligation?**

- As a list
- Each specific obligation followed by its relevant guidance
- No preference

**Q7. To what extent do you think the concept of 'acting with civility' is sufficiently clear?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

**Q7a. If you would like to suggest an alternative phrase that captures the same meaning, or would like to provide a comment on this concept, please do so here:**

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**Q8. To what extent do you think the concept of 'bringing the council into disrepute' is sufficiently clear?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

**Q8a. If you would like to suggest an alternative phrase that captures the same meaning, or would like to provide a comment on this concept, please do so here:**

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**Q9. To what extent do you support the definition of bullying and harassment used in the code in a local government context?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

**Q9a. If there are other definitions you would like to recommend, please provide them here.**

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**Q10. Is there sufficient reference to the use of social media?**

- Yes
- No
- Don't know/prefer not to say

**Q10a. Should social media be covered in a separate code or integrated into the overall code of conduct?**

- Separate code
- Integrated into the code
- Don't know/prefer not to say

**Q10b. If you would like to make any comments or suggestions in relation to how the use of social media is covered in the code please do so here:**

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## Registration and declarations of interests

The law at present requires, as a minimum, registration and declaration of 'Disclosable Pecuniary Interests' - that is matters which directly relate to the councillor and their partner if applicable.

The LGA is proposing that all councillors are required to declare interests where matters also relate to or affect other family members or associates. The LGA has broadened the requirement to declare interests beyond this current statutory minimum in line with a recommendation from the Committee on Standards in Public Life. These specific provisions are set out in **Appendix B** of the Code.

**Q11. To what extent do you support the code going beyond the current requirement to declare interests of the councillor and their partner?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

**Q11a. If you would like to elaborate on your answer please do so here:**

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**Q12. Should the requirement to declare interests be in the main body of the code or in the appendix where the draft model code currently references it?**

- In the main body of the code
- In the appendix
- Other (please specify below)
- Don't know/prefer not to say



**Q12a.** If you would like to make any comments or suggestions in relation to how the requirement to declare interests is covered in the code please do so here:

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It is also suggested that more outside interests should be registered than is the current statutory minimum. These are set out in **Table 2 of the Appendix** and are designed to demonstrate to the community transparency about other bodies with which the councillor is engaged.

**Q13. To what extent do you support the inclusion of these additional categories for registration?**

	To a great extent	To a moderate extent	To a small extent	Not at all	Don't know / Prefer not to say
Any organisation, association, society or party of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council					
Any organisation, association, society or party that exercises functions of a public nature of which you are a member or in a position of general control or management					
Any organisation, association, society or party directed to charitable purposes					
Any organisation, association, society or party of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)					

**Q13a.** If you would like to propose additional or alternative **categories** for registration, please provide them here:

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**Q14. To what extent to you support the proposed requirement that councillors do not accept significant gifts as set out in Obligation 11?**

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/prefer not to say

Q14a. If you would like to elaborate on your answer please do so here:

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**Q15. The draft code proposes £25 as the threshold for registering gifts and hospitality. Is this an appropriate threshold?**

- Yes
- Yes, but the amount should be reviewed annually with the code's review
- No, it should be lower (please specify amount) \_\_\_\_\_
- No, it should be higher (please specify amount) \_\_\_\_\_
- Don't know/prefer not to say

**Q16. The LGA will be producing accompanying guidance to the code. Which of the following types of guidance would you find most useful? Please rank 1-5, with 1 being the most useful.**

- \_\_\_\_\_ Regularly updated examples of case law
- \_\_\_\_\_ Explanatory guidance on the code
- \_\_\_\_\_ Case studies and examples of good practice
- \_\_\_\_\_ Supplementary guidance that focuses on specific areas, e.g., social media
- \_\_\_\_\_ Improvement support materials, such as training and e-learning packages

**Q16a. If you would like to suggest any other accompanying guidance please do so here:**

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**Q17. If you would like to make any further comments about the code please do so here:**

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Once you press the 'Submit' button below, you will have completed your response.

Many thanks for taking the time to respond to this consultation. You are in control of any personal data that you have provided to us in your response. You can contact us at all times to have your information changed or deleted. You can find our full privacy policy here: [click here to see our privacy policy](#)

For information only - Do not complete

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## Regulatory and Other Committee

### Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Information Assurance Annual Report 2019/20</b>

#### Summary:

The Information Assurance (IA) annual report summarises some of the key activity undertaken by the Information Assurance team during 2019/20.

It focuses on the following 3 core domains: data protection; records management; and information security (including elements of cyber security).

Its purpose is to provide assurance to the Audit Committee, that the IA function is effective and appropriate to the needs of the council.

#### Recommendation(s):

Items to note:

- (1) Information Assurance activity for 2019/20;
- (2) Key activity designed to give the Audit Committee confidence that the Information Assurance function remains effective and relevant to the council's needs.

#### Background

IA is the mechanism by which the council seeks to ensure information, in all its forms, is subject to effective corporate governance and control throughout its lifecycle, from creation through to destruction.

It also assists the council in understanding, and aligning with, the legal and regulatory environment within which it operates by using information in a way which is lawful, fair, secure, and transparent.

It must achieve this by confidently managing information risk in a way which helps, not hinders, the delivery of council services.

The IA annual report provides evidence of wide-ranging activity which is delivering the aims of good IA. It supports more regular, detailed reporting to the councils Senior Information Risk Owner.

**Conclusion**

The content of the IA annual report reflects what has been a very busy and challenging year. However, the significant effort put in by the team has resulted in an IA service that is effective.

The report can be used to conclude that the council:

- Is aware of, and responding to, the challenges presented by its information processing activity.
- Is proactive in identifying and mitigating information risk, which in turn directly reduces corporate risk.
- Uses IA to contribute to, and support, effective decision making across every level of the council.
- Adopts a pragmatic and balanced approach to service delivery, with a focus on “how we can” rather than “why we can’t.”
- Is taking the necessary action in its response to its legal obligations, for example by taking responsibility for the processing of personal data.
- Recognises the importance of continual improvement, cognisant of current and future IA challenges, and is planning accordingly.

The report should give confidence to the Audit Committee that, while challenges remain, the IA direction of travel continues to be a positive one.

**Consultation**

**a) Policy Proofing Actions Required - N/A**

**Appendices**

These are listed below and attached at the back of the report	
Appendix A	Information Assurance Annual Report 2019/20

**Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by David Ingham, Head of Information Assurance, who can be contacted on 01522 553721 or [david.ingham@lincolnshire.gov.uk](mailto:david.ingham@lincolnshire.gov.uk) .

# Lincolnshire County Council

## Information Assurance

Annual Report  
2019/20

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Further information available from:

David Ingham  
Head of Information Assurance  
01522 553721  
David.Ingham@Lincolnshire.gov.uk



# Foreword

Information is a critical asset that has significant value; without it the council simply cannot function. Therefore the council, its partners, and members of the public, must have confidence in the way information is created, collected, used and shared.

Information, and the systems used to process it, also attract a diverse set of risks which must be understood and confidently managed, maximising opportunities and mitigating risk where necessary in order to support effective service delivery.

Information assurance (IA) provides a mechanism by which the council aims to achieve this by implementing an effective governance and assurance approach to information throughout its lifecycle, from creation through to destruction.

IA also ensures that we understand, and align with, the legal and regulatory environment within which we operate by using information in a way which is lawful, fair, and transparent, achieving this in a way which helps, not hinders, the delivery of council services.

This annual report summarises activity undertaken by the Information Assurance Team during 2019/20 and reflects the output of 3 core specialist areas delivered by 10 IA staff.



# Executive Summary

The Information Assurance Team has, over the past year, continued with its mission of *“embedding an information assurance culture that ensures the council values information, is accountable for the information it uses, and ensures it uses information responsibly, securely and fairly.”*

This is demonstrable across all aspects of IA and is presented through the implementation of new controls, improved management information and upwards reporting, improved engagement with staff, and a focus on continued IA development.

## 5 Key Assurance Messages

- All identified IA risks that are outside of the current risk appetite are subject to ongoing risk treatment plans. Subject specific risk registers and risk treatment plans allow the right resource to target the right activity. All other identified risks continue to be monitored.
- Strong relationships remain with technical colleagues within the councils IMT function and Serco, to ensure a joint approach to the cyber threat. This has resulted in direct improvements to the councils cyber security posture and cyber security reporting metrics.
- The Records Management project continues to tackle historic issues identifying and indexing over 20,000 service user files across the council estate within the last 8 months. This directly reduces corporate risk.
- Continued improvement to the council's Record of Processing Activity has resulted in more concise and consistent privacy information, and a more detailed, informed view of personal data held by the council. This has been achieved while reducing the burden on Service Areas.
- The IA team continue to provide substantial support to all areas of the council, with a record level of engagement. This support directly influences effective service delivery through pragmatism and informed decision making.

The fluidity of information processing, the evolving nature of information risk, particularly that evidenced in cyber security, and the need for the council to continue to deliver effective services directly influences the IA approach. While much has been achieved the challenges presented remain perpetual and it is vital therefore that continual development sits at the heart of future IA work.

# Data Protection

## Summary

Data protection services, which includes the statutory role of Data Protection Officer, have continued to improve and develop. Key to this has been improving visibility of the information we hold and implementing controls which demonstrate that the council understands, and takes responsibility for, the personal data it processes. Working hard to support staff with a pragmatic and realistic approach it has also challenged the myth that data protection prevents staff from delivering effective services.

A number of key challenges remain, not only to strengthen those areas that require improvement, but also to ensure as a council we continue to demonstrate accountability for the personal data we process.

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### Key Headlines

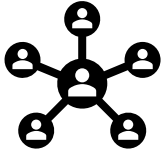
- Refined the council's approach to information asset management resulting in improved understanding of the personal data we hold and a more logical and efficient process to support information asset owners.
- Developed privacy information across all council functions to increase transparency and help individuals better understand what we do with their personal data and why. This directly supports an individuals rights.
- Created a robust Data Protection Impact Assessment tool to enable the identification of high risk processing – this in turn supports informed risk decision making.
- Proactively engaged with, and developed, partnership working to support and promote the free flow of information.
- Delivered a Data Protection Advisory Service to a number of schools receiving "5 star" reviews for the service provided.

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### Key Challenges

- Ensuring consistent application of corporate controls across a large organisation delivering diverse services to a large numbers of citizens.
- Establishing a comprehensive view of third parties who process information on behalf of the council and ensuring that the relevant safeguards are in place and are appropriate.
- Achieving a clear understanding of scope and purpose of surveillance camera systems in use across the council and ensuring they meet the required legal and regulatory obligations.

# Data Protection – Key Data



**162** projects/tasks requiring extended IA support



**25** Information Sharing Agreements created/reviewed to support collaboration



**202** council functions reviewed to produce an accurate information asset register.



**12** data protection infringements, raised by the ICO, investigated.



**7** confirmed data protection infringements



**0** enforcement action taken by the ICO

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## Instances of extended IA support by Directorate



# Records Management

## Summary

There has been significant work undertaken this year to tackle historical issues presented by legacy hard copy records across the council estate. This has already resulted in major improvements, directly reducing corporate risk and improving our understanding of records held. The scale of work required however means this work will continue for some time.

Concurrently, improvements to corporate controls, increased awareness, and improved visibility of the function has improved the value, consistency and simplicity of the approach.

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## Key Headlines

- Internal audit provides a substantial level of assurance across the Records Management plan.
- New 4 year contract in place with offsite hardcopy records storage provider Restore, ensuring compliance with the General Data Protection Regulation.
- A more efficient mechanism introduced for sending and retrieving hardcopy records from offsite storage.
- Establishment of a 3 year project to address hard copy legacy records held onsite and offsite which has already resulted in significant improvement of preciously unmanaged records.
- Development of corporate retention schedules to better reflect council functions.
- Increase in Service Area engagement at every level of the council directly improving awareness.

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## Key Challenges

- Continuing to locate, index, and appraise hard copy historic records spread across the council estate.
- Attracting and maintaining Service Area engagement to ensure successful disposal of found records and improving the overall position of records management in the council.
- Increasing awareness of new processes to reduce the likelihood of repeating historical bad practice.
- Understanding the electronic records estate and ensuring resource availability to support future projects.

# Records Management – Key Data

## Hard Copy Records Project



**Over 20000**  
records located and indexed



Including **10000**  
records relating to  
Childrens Services



Including **10000**  
records relating to  
Adult Care



**24** key locations  
holding records  
identified



Including **5430**  
safeguarding records



Including **5980** adult frailty  
and long term conditions  
records



**400** staff provided  
with improved tools to  
manage record  
transfers



Over **360** ad hoc  
requests for records  
management support

# Information Security

## Summary

The focus of information security has remained consistent throughout the year centering on the investigation of reported security incidents; undertaking security assurance work of 3rd parties to support service areas manage information risk; and working closely with colleagues in IMT and Serco to improve cyber security controls.

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## Key Headlines

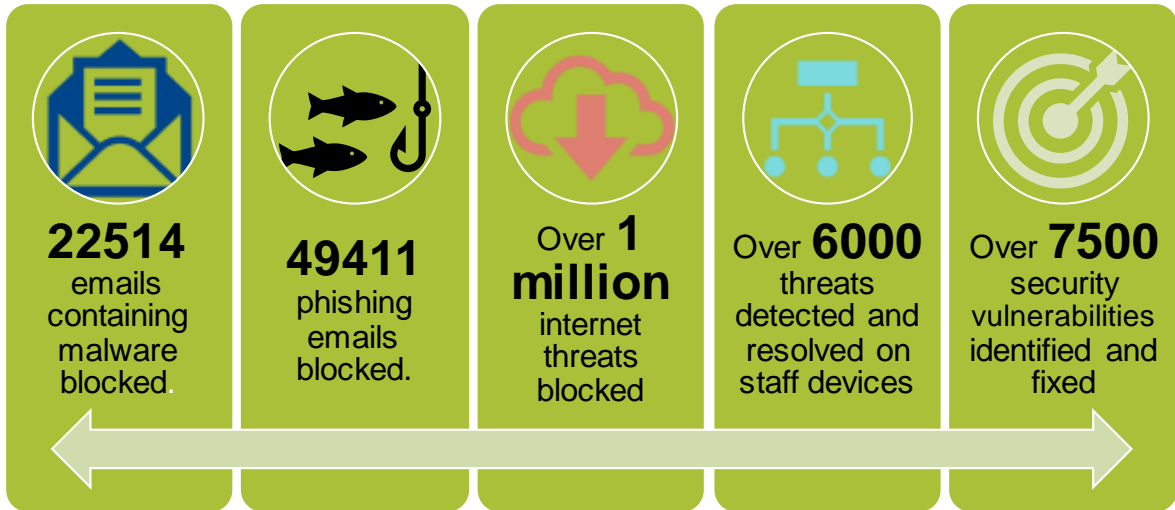
- Internal audit provides a high level of assurance across IA management of personal data breaches
  - Serco, with the support of LCC, achieve recertification against ISO 27001, Information Security Management Systems. The scope includes the council's ICT environment.
  - LGA cyber security stock take self-assessment improves from Red/Amber in 2018 to Amber/Green in 2019 with key improvements in organisational controls.
  - Working with Serco colleagues a much improved vulnerability management process has resulted in a more robust remediation process of key vulnerabilities i.e. security patching.
  - An improved mechanism for encrypting email making it easier for staff to send email securely.
  - Increased engagement with the wider security community resulting in improved knowledge sharing and intelligence gathering.
  - Positive culture changes which have resulted in a direct increase in the number of security incidents being reported to the IA team. This allows a faster and more efficient response.
- 

## Key Challenges

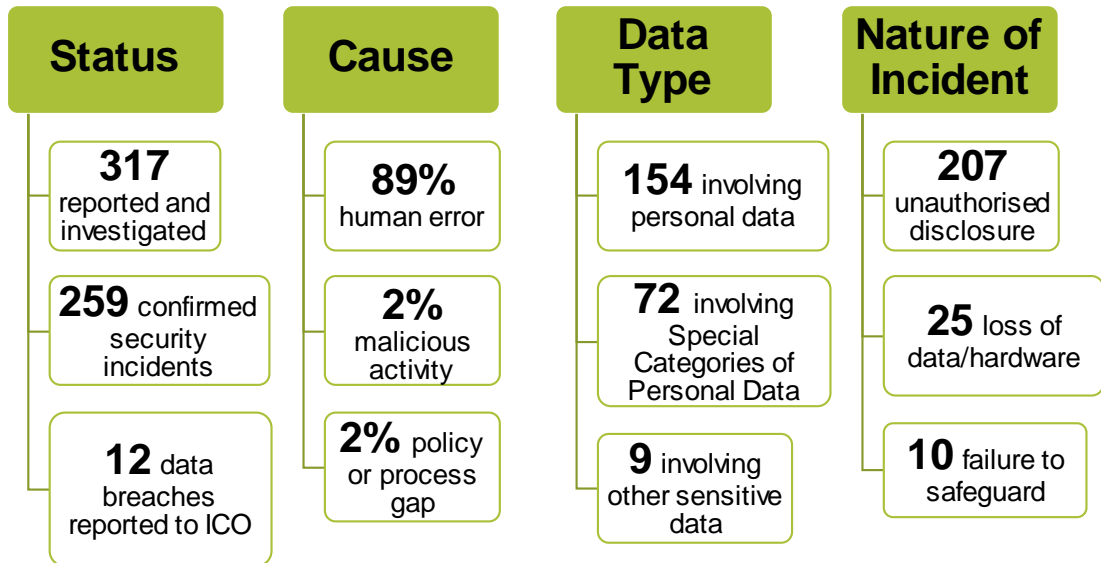
- Ensuring a thorough and consistent approach to assuring cloud services.
- Maintaining organisational awareness of the cyber threat, particularly threats from malicious email e.g. phishing.
- Supporting IMT/Serco colleagues to improve the diverse set of cyber security controls needed to protect council assets.
- Reducing the number of security incidents caused by human error.
- Achieving the right balance between security and usability by ensuring security does not become a blocker.

# Information Security – Key Data

## Cyber controls



## Security Incidents Reported to the IA Team



**11598** highest number of malicious emails blocked in a single month



**44** third party security assurance tasks completed



**95%** of security incidents had a negligible impact on the council



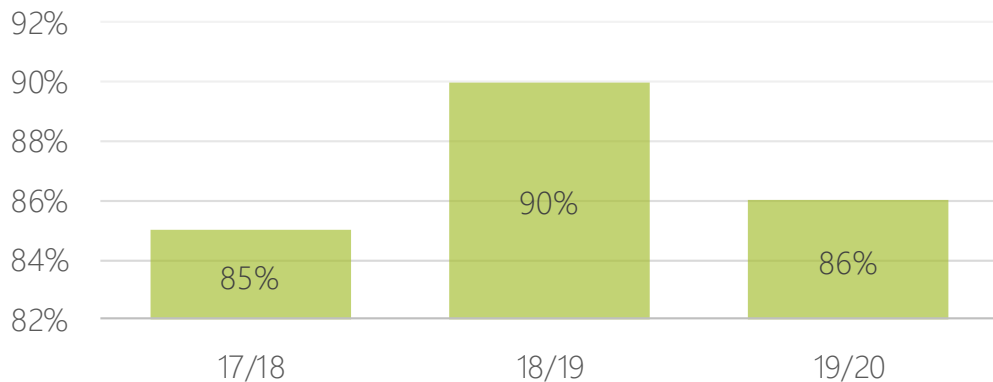
# Appendix 1 - Training And Awareness

## Summary

Training and awareness has remained a key activity throughout the year with a particular focus on cyber attacks and records management. There has been comprehensive engagement across all Directorates and at every level to support ongoing knowledge and understanding. The outcome has been a direct increase in IA engagement and visibility, improved security incident reporting, and increased awareness of information risks, particularly those relating to cyber threats.

Maintaining a reasonable level of awareness across the council remains a key objective which must take into account the needs of a diverse set of services.

## IG E LEARNING – STAFF COMPLETION



**27** cyber security presentations delivered



**104** Internal comms circulated




**43** Information Asset Owners directly engaged




**30** records management training presentations

# Appendix 2 – Key risks


The IA Team manage risk registers concerned with Cyber Security; Data Protection; Record's Management and general IA. The table below reflects 3 key risks.

Risk	Raw rating	Current rating	Target rating	Risk travel
There is a risk of a <b>successful cyber attack</b> against the council which will have a <b>significant/critical impact</b> . (This risk is jointly owned by IMT)	16	12	8	

**Comment:** The evolving nature of cyber threats means this is an ever present risk which requires consistently robust and diverse technical and organisational controls. Currently sound organisational controls are in place which remain under constant review. Improvements to technical controls are ongoing with the focus on two key controls, which when implemented should reduce the risk to the target rating. Managing this risk requires long term effort and investment.

There is a risk that the councils legal obligations will not be met because of an <b>inconsistent and fragmented approach to hard copy records management</b> .	12	12	6	
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**Comment:** This risk is largely due to the historic management of hard copy records resulting in dispersed holdings of uncontrolled records across the estate. A project has been initiated and is coming to the end of year 1 of 3. It is making excellent progress resulting in the identification and indexing of thousands of records allowing service areas to make informed decisions about next steps. Alongside project work improvements are being made to every aspect of the corporate approach including improved support, and more efficient processes.

There is a risk that that the council <b>is unable to meet it's legal obligations under the Data Protection Act 2018 and General Data Protection Regulation</b> .	16	12	6	
---	----	----	---	---

**Comment:** Significant work has been undertaken to put in place a corporate approach which assists the council in meeting its data protection obligations. The approach focused on areas of key risk. There remains areas which require improvement which are mainly the execution of corporate controls at an operational level and consistency in the corporate approach.

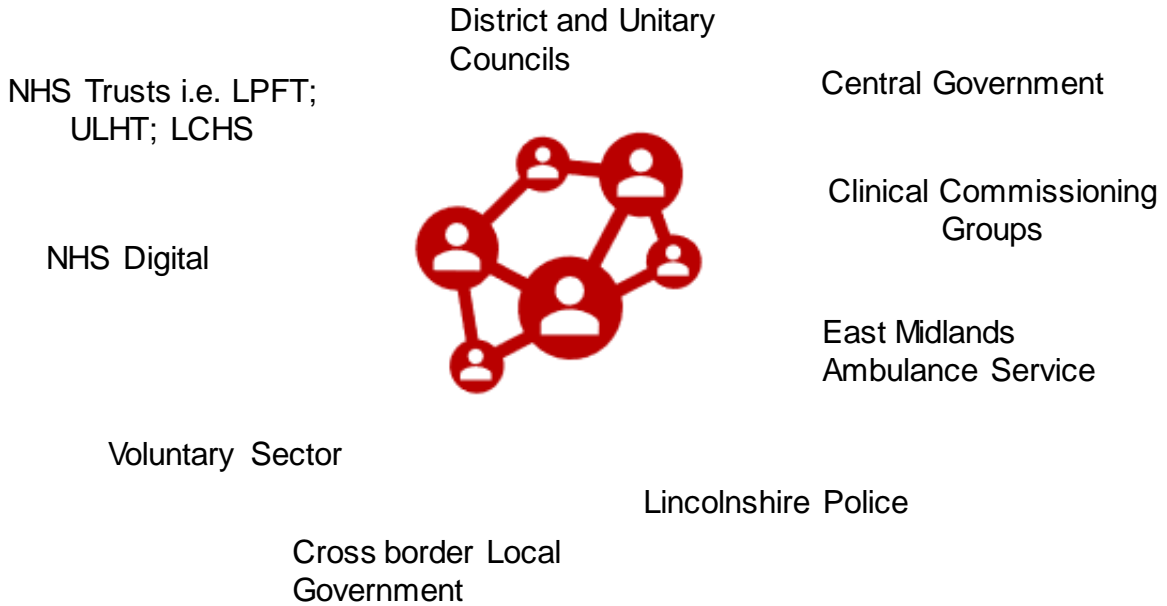
		Likelihood			
Key	4 Almost certain	4	8	12	16
	3 Probable	3	6	9	12
	2 Possible	2	4	6	8
	1 Hardly ever	1	2	3	4
		2	3	4	
Impact		Negligible	Minor	Major	Critical

# Appendix 3 – External Engagement

IA supports all service areas at every level of the council. In addition we actively engage with a variety of external partners and agencies to support effective partnership working and knowledge sharing. This directly benefits delivery of council services.

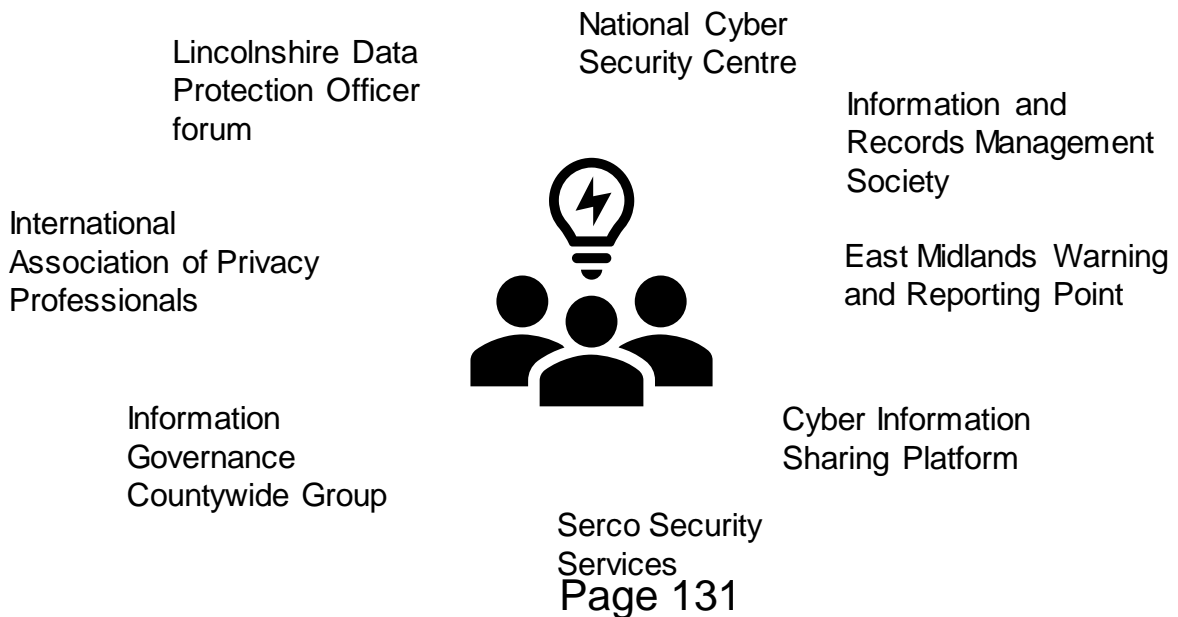
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## Partnership working



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## Knowledge Sharing



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**Open Report on behalf of Andrew Crookham, Executive Director -  
Resources**

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Draft Statement of Accounts 2019/20</b>

**Summary:**

The draft Statement of Accounts for Lincolnshire County Council for the financial year 2019/20 is attached to this report (Appendix A).

Members of the Audit Committee are asked to scrutinise and comment on the draft Statement of Accounts. The final Statement of Accounts for 2019/20 will be presented to the Audit Committee on 28 September 2020 for approval.

**Recommendation(s):**

It is recommended that Members of the Audit Committee scrutinise and comment on the draft Statement of Accounts 2019/20.

**Background**

1.1 The County Council prepares its annual Statement of Accounts in line with the proper accounting practices required by section 21(2) of the Local Government Act 2003 and set out in the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20.

1.2 In addition to this guidance the County Council's accounts are prepared using the accounting policies set out in note 45 on pages 123 to 155, and in note 3 on pages 157 to 158 of the accounts. The accounting policies are the principles, bases, conventions, rules and practices applied by the Council that specify how the effects of transactions and other events are reflected in the Statement of Accounts. These policies are reviewed annually to ensure they remain current and were reported to this committee at its meeting on 15 June 2020.

1.3 The Statement of Accounts 2019/20 provides a summary of the Council's financial transactions in the year, and a "snapshot" of the Council's financial position as at 31 March 2020. It is therefore a key document for the Council and Councillors, with their responsibility for corporate governance, are asked to scrutinise these accounts and comment on them.

1.4 Councillors may wish to initially focus on the Narrative Report within the Statement of Accounts 2019/20 on pages 7 to 25. The purpose of this Narrative Report is to provide an overview of the Council's financial health and performance, and it highlights the most significant areas of financial activity in the year. It also provides an outlook on the future challenges which the Council may face and the plans for mitigating future risks, and this year it includes a summary of the impact of the coronavirus pandemic on the Council.

1.5 A separate report on the Council's financial performance compared to the approved budget was considered by the Overview and Scrutiny Management Board on 2 July 2020 and presented to the Executive on 7 July 2020. Any recommendations arising from this in terms of the treatment and use of over and under spends will be considered by full Council on 18 September 2020.

1.6 The audit of the Statement of Accounts 2019/20 by Mazars LLP is underway, and the final audited accounts will be presented to the Audit Committee on 28 September 2020. At the same meeting, the auditors will present their report on the audit.

1.7 The coronavirus pandemic situation has resulted in increased uncertainty about some of the asset valuations in the Pension Fund accounts, which are within the Statement of Accounts starting on page 160. The fair value of unquoted assets (including alternatives and private equity holdings) is unavoidably subjective in normal circumstances and Covid-19 disruptions may increase this.

1.8 The Fund accounts are currently prepared using valuation information available at 31 March 2020 provided by investment managers and validated by the Fund's Custodian. These valuations are mainly based on audited accounts from earlier periods (e.g. 31 December 2019) rolled forward for cashflows, as is allowable by the Code. Normally these valuations would see small incremental movements in value, however, due to the coronavirus pandemic the 31 March actual valuations may be materially different to the rolled forward valuations currently reported in the accounts.

1.9 The Fund expects to start receiving the 31 March valuations in July 2020. When these valuations are received Fund Officers will consider their materiality, both individually and collectively, and revise the accounts to reflect these valuations if necessary. If these actual valuations are materially different from the original estimated valuations provided then this may indicate that a revised actuarial valuation of the pension fund net liability within the main accounts is required, as this may also have changed materially. If this is the case then revisions will be made to the main accounts and the amendments will be presented for auditing.

## **Conclusion**

2.1 This Committee's scrutiny and comments of the draft accounts will be reflected in the final Statement of Accounts 2019/20 report which will be presented to this committee on 28 September 2020.

## Consultation

### a) Have Risks and Impact Analysis been carried out?

No

### b) Risks and Impact Analysis

N/A

## Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Statement of Accounts 2019/20

## Background Papers

No Background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Sue Maycock, who can be contacted by email at [sue.maycock@lincolnshire.gov.uk](mailto:sue.maycock@lincolnshire.gov.uk) .

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# LINCOLNSHIRE COUNTY COUNCIL

## 2019-20

# STATEMENT OF ACCOUNTS

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# INTRODUCTION TO THE ACCOUNTS

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The Statement of Accounts for the year 2019-20 is set out on pages 27 to 30.

The purpose of the published Statement of Accounts is to give electors, local tax payers and service users, elected members, employees and other interested parties clear information about the Council's finances. It should answer such questions as:

- What did the Council's services cost in the year of account?
- Where did the money come from?
- What were the Council's assets and liabilities at the year-end?

**The Narrative Report** provides a general introduction to the Accounts that focus on explaining the more significant features of the Council's financial activities during the period 1 April 2019 to 31 March 2020. It includes a review of non-financial performance indicators and an assessment of future financial and economic developments that could affect the Council, as well as a summary of the impacts of the coronavirus pandemic. Together these statements provide evidence of the economy, efficiency and effectiveness of the Council's use of resources over the financial year.

**The Statement of Responsibilities for the Statement of Accounts** details the financial responsibilities of the Council and the Executive Director of Resources.

The Comprehensive Income and Expenditure Statement for the period 1 April 2019 to 31 March 2020 shows the accounting cost of providing services throughout the year 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 statutory requirements; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the Movement in Reserves Statement.

**The Movement in Reserves Statement for the period 1 April 2019 to 31 March 2020** shows the movement from the start of the year to the end on the different reserves held by the Council. Reserves are analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Statement shows how the movements in year are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the four statutory adjustments required to return to the amounts chargeable to council tax for the year. The Net Increase/Decrease line shows the statutory General Fund Balance and movement in the year following those adjustments.

The **Balance Sheet as at 31 March 2020** 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 are usable reserves

# INTRODUCTION TO THE ACCOUNTS

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money 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 may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Council cannot use to provide services. This category 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'.

The **Cash Flow Statement for the period 1 April 2019 to 31 March 2020** 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 **Notes to the Accounts** summarise significant accounting policies, further information and detail of entries in the prime Statements named above and other explanatory information.

The **Audit Opinions** contain the External Auditor's report and opinion and covers the Council's Financial Statements, Lincolnshire County Council Pension Fund and the Lincolnshire Fire and Rescue Pension Fund. There are two aspects to the opinion, one on the Statement of Accounts and one on the Council's arrangements for securing value for money.

The **Annual Governance Statement** identifies the systems that the Council has in place to ensure that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for.

The **Lincolnshire Pension Fund** shows the operation of the Fund run by the Council for its own employees and employees of the seven District, City and Borough Councils in Lincolnshire along with other scheduled and admitted bodies.

The **Lincolnshire Fire and Rescue Pension Fund** Account shows the operation of the Pension Fund run by the Council for its own Fire-fighter employees.

# NARRATIVE REPORT

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## **1. Introduction**

Welcome to Lincolnshire County Council's Statement of Accounts for the financial year 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. This Narrative Report to the accounts provides background information about Lincolnshire County Council, highlights key non-financial information, financial information in the accounts, reviews performance in the year and explains any significant areas of risk and opportunity for us. It then looks forward to the future to give a flavour of what to expect in 2020-21 and beyond, including information about how the coronavirus pandemic has affected both our communities and the Council, and how we have responded to this crisis as well as its wider impact going forwards.

The accounts themselves, which follow this Narrative Report, provide information about the Council's financial performance during 2019-20 and about our financial position as at 31<sup>st</sup> March 2020. The Statement of Accounts is prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019-20 and the main elements of the accounts are shown in the table of contents on pages 2 to 4. This means that almost all of the information reported in these accounts follows generally accepted accounting principles and provides a consistent basis upon which to compare 2019-20 with 2018-19. In addition to this, the Council reports internally to its leadership team on financial performance against the annual budget. Information about performance against the annual budget is included in this Narrative Report within section three and is also shown in the Expenditure and Funding Analysis within the Statement of Accounts on page 44.

## **2. About Lincolnshire County Council**

Lincolnshire is an English county council in the East Midlands region. It is one of the largest counties in the UK in terms of its area but has a relatively low population of around 756,000 although this population is increasing. There is one city in Lincolnshire, which is Lincoln, seven districts and a number of towns. Lincolnshire is a predominantly rural county, with a North Sea coast and is mainly flat with rich arable land. In terms of its economy, Lincolnshire is the nation's largest arable and horticulture producer (it is the UK's largest producer of potatoes, wheat, cereal and poultry). Due to its historic sites, extensive countryside and seaside resorts Lincolnshire also has a thriving visitor economy, although the latest Index of Multiple Deprivation data shows that Lincolnshire was the fourth most deprived county in England.

Lincolnshire County Council is a local government body within a two tier system. We are an "upper tier" council with responsibility for services such as education; children's social care; adult care and community wellbeing; highways; economic development; libraries, heritage sites; fire and rescue and emergency planning. We have seventy elected members and operate a "Leader and Executive" model of decision making. The Executive makes the decisions that deliver the budget and

# NARRATIVE REPORT

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policy framework of the Council and there are a number of committees which scrutinise decisions made by the Executive and hold members of the Executive to account.

Our vision is "working for a better future" and this year we approved a new Corporate Plan for 2020 to 2030, which set out four key priorities for us to work on. These are that in the coming years, people and communities will have: high aspirations; the opportunity to enjoy life to the full; thriving environments and good value council services. We operated a Commissioning model to deliver services in 2019-20, which means that related services across the Council join together to achieve our objectives. During the year, services were divided between five Executive Directors and the Chief Executive with responsibility for delivering strategies and plans within their areas. The six areas are Children's Services; Adult Care and Community Wellbeing; Place; Resources; Commercial and Corporate Services.

Services were delivered to Lincolnshire's residents, businesses and visitors by our staff, our partners and by our suppliers through commissioning strategies. We have policies in place to support the delivery of high quality services, for example by ensuring that staff are appropriately qualified and skilled; by ensuring that governance arrangements are in place to quality assure our partner organisations; and by ensuring that our purchasing practices result in the selection of high quality suppliers.

### **3. Financial Highlights**

There are 4 core financial statements within this Statement of Accounts, which provide a summary of our financial performance and financial position at the end of the year. These statements can be found on pages 27 to 30 and are supported by comprehensive disclosure notes which give more detail on the Council's material transactions during the year.

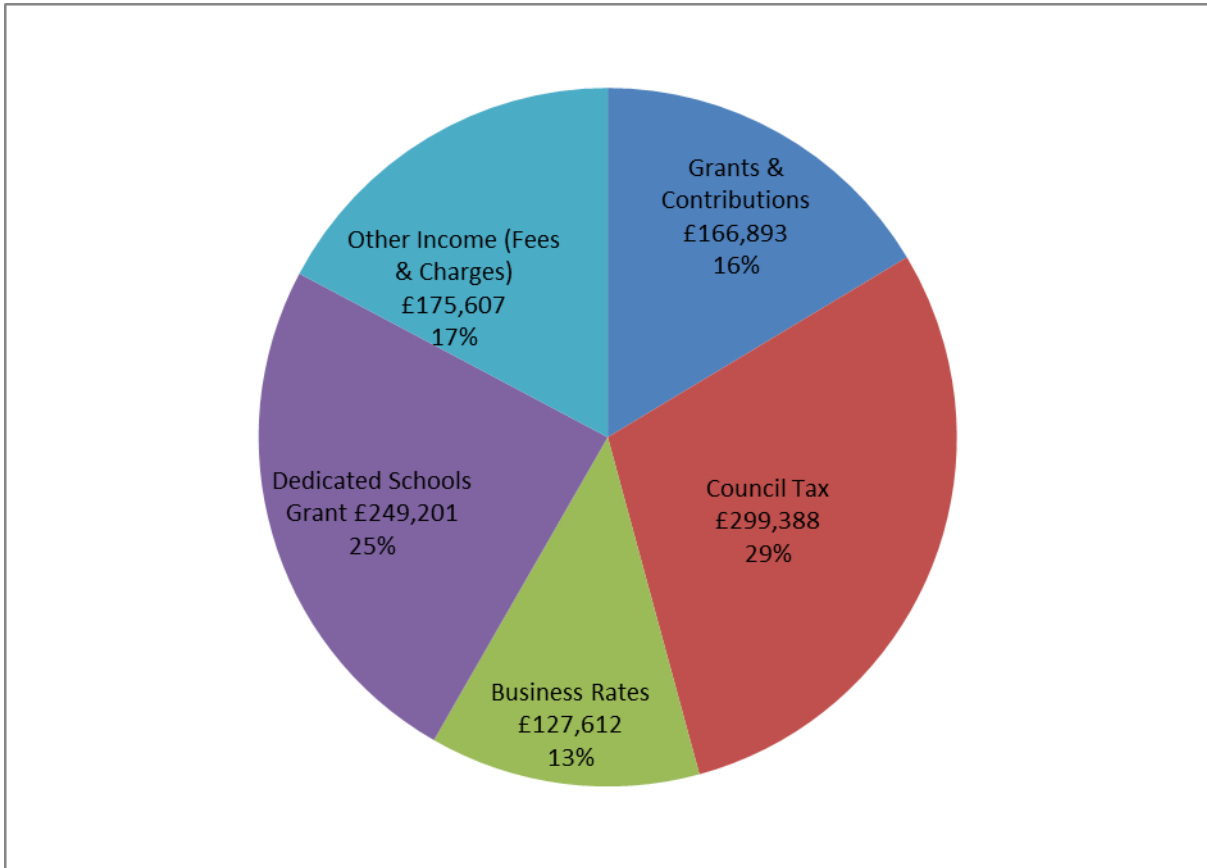
#### **The Council's Income**

Our services are funded by various sources of income. The most significant of these are: Council Tax; Business Rates; Fees and Charges for Services and specific Government Grants. Further detail on Government Grants can be found in Note 8 to the accounts. The Council, along with its seven District Council partners, was in a Business Rates Pool in 2019-20 and the Pool is expected to generate an estimated surplus for us of £2.775m. In 2019-20 we increased Council Tax by 4.95% and also saw growth of 1.6% on the number of band D equivalent properties in Lincolnshire. This in total generated additional income for us of £18.595m. The Council Tax collection funds in Lincolnshire also generated a surplus in 2019-20, of a further £2.670m for the County Council. In total, funding in 2019-20 amounted to £991.603m (£974.636m in 2018-19). The following pie chart shows the amounts and proportion received from each main source of funding:



# NARRATIVE REPORT

## Sources of Income Analysis 2019-20 £1,018,702 (£000's)



### The Council's Expenditure

We planned to use our resources for the year as set out in the table below (Revised Net Revenue Budget column). The rows in the table show each of our Commissioning Strategies in line with the Commissioning model described in section two. The table below also shows actual net expenditure and the variance, or difference, between planned and actual use of resources in the year. A detailed explanation of the differences between planned and actual spending can be found in the "Review of Financial Performance 2019-20" report to the Executive on 7 July 2020 (see end of this Narrative Report for a hyperlink to this) but the most significant differences are explained below the table.

# NARRATIVE REPORT

## Revenue Budget Outturn Position 2019-20 (£000's)

	Revised Net Revenue Budget	Expenditure	Under or Over Spending	Percentage Under or Over Spending
	£'000	£'000	£'000	%
<b>COMMISSIONING STRATEGIES</b>				
Readiness for School	5,038	4,866	(172)	-3.4%
Learn & Achieve	36,539	38,437	1,898	5.2%
Readiness for Adult Life	7,503	6,103	(1,400)	-18.7%
Children are Safe and Healthy	67,951	67,677	(274)	-0.4%
Adult Safeguarding	3,996	5,764	1,768	44.2%
Adult Frailty, Long Term Conditions and Physical Disabilities	120,065	117,012	(3,053)	-2.5%
Carers	2,417	2,296	(121)	-5.0%
Adult Specialities	72,479	72,107	(372)	-0.5%
Wellbeing	28,413	27,951	(462)	-1.6%
Community Resilience & Assets	10,861	10,533	(328)	-3.0%
Sustaining & Developing Prosperity Through Infrastructure	37,072	36,219	(853)	-2.3%
Protecting & Sustaining the Environment	23,855	23,563	(292)	-1.2%
Sustaining & Growing Business & the Economy	482	707	225	46.7%
Protecting The Public	24,554	24,606	52	0.2%
How We Do Our Business	8,345	8,030	(315)	-3.8%
Enablers & Support To Council's Outcomes	43,462	40,756	(2,706)	-6.2%
Public Health Grant Income	(31,800)	(31,800)	0	0.0%
Better Care Funding Income	(48,146)	(48,146)	0	0.0%
Enablers & Support To Key Relationships	30	0	(30)	-100.0%
<b>TOTAL COMMISSIONING STRATEGIES</b>	<b>413,116</b>	<b>406,681</b>	<b>(6,435)</b>	<b>-1.6%</b>
<b>TOTAL OTHER BUDGETS</b>	<b>57,124</b>	<b>50,869</b>	<b>(6,255)</b>	<b>-10.9%</b>
<b>TOTAL SCHOOL BUDGETS</b>	<b>12,976</b>	<b>1,018</b>	<b>(11,958)</b>	<b>-92.2%</b>
<b>TOTAL EXPENDITURE</b>	<b>483,216</b>	<b>458,568</b>	<b>(24,648)</b>	<b>-5.1%</b>
<b>TOTAL INCOME</b>	<b>(486,433)</b>	<b>(488,883)</b>	<b>(2,450)</b>	<b>0.5%</b>
<b>TOTAL USE OF RESERVES</b>	<b>3,217</b>	<b>3,217</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>0</b>	<b>(27,098)</b>	<b>(27,098)</b>	

Other Budgets underspent by £6.255m. There were three significant variances within this figure: an underspend on capital financing charges (£5.151m) due to a corresponding underspend on the capital programme; an underspend in the corporate contingency of £2.332m, and an overspend on insurance premiums of £1.206m.

Enablers and Support to Council Outcomes underspent by £2.706m, with the most significant variance within this figure being due to savings in our Information Management Technology department as well as delays in implementing some of their work programmes.

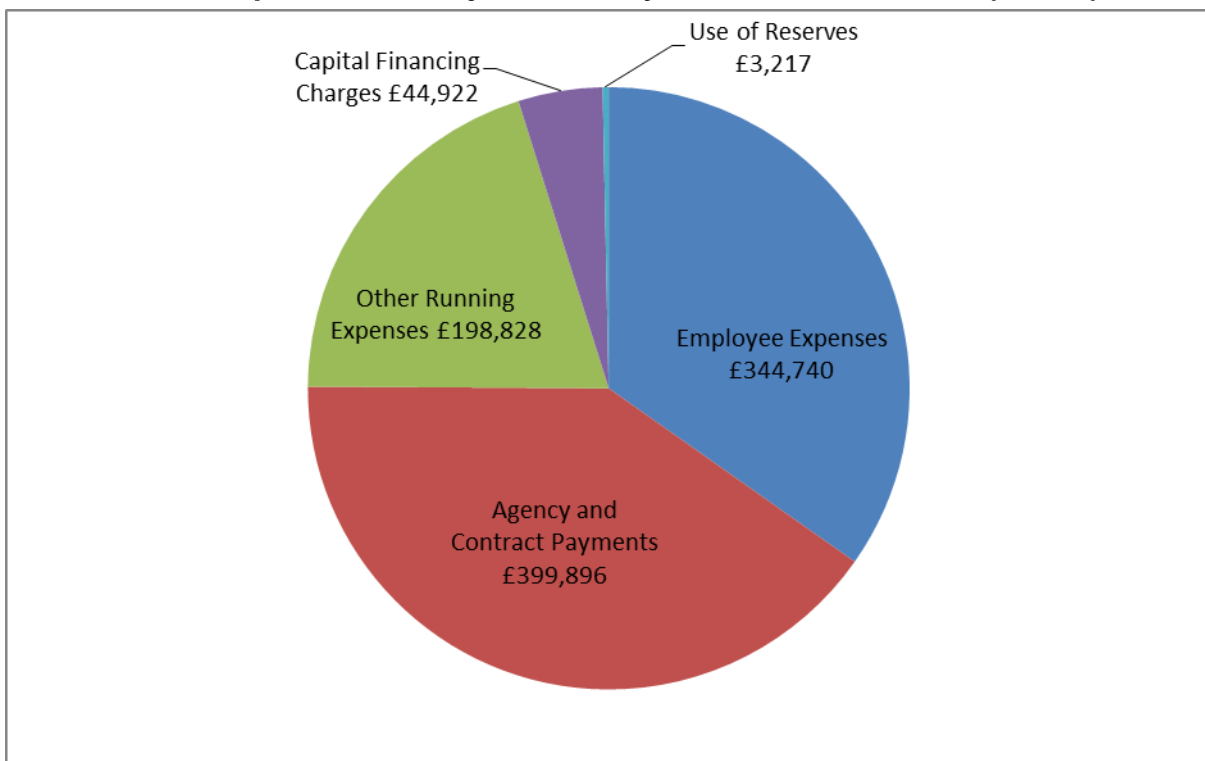
Adult Frailty and Long Term Conditions underspent by £3.053m. Activity in this area was in line with the levels forecast when the budget was set but there was an accelerated recovery of income, predominantly from service users, which resulted in the underspend.

# NARRATIVE REPORT

Schools' outturn was £11.958m below budget. The budget was set prudently in order to manage the demand-led and volatile service demands, and this underspend will be carried forward in full to the next financial year.

In total, we spent a gross amount of £991.603m in 2019-20 (£974.636m 2018-19). After taking into account fees, charges and other contributions towards services, this was a net amount of £437.099m (£443.084m 2018-19). Another way of looking at how the Council uses its financial resources is to show what type of expenditure is being funded. The pie chart below analyses expenditure by type and shows that we rely on both our own employees and on contractors to deliver services to the community.

**Gross Expenditure Subjective Analysis 2019-20 £991,603 (£000's)**



## Investment in Assets

Our revenue budget, as detailed above, is used to fund all day to day running costs of the Council. Alongside this we also spend money on longer term assets such as roads, buildings, vehicles, equipment and IT systems, and plans for this are within the Capital Programme. Investment in longer term assets helps us to maintain our service delivery, but it also supports innovation and growth in the wider community for example by improving the County's road infrastructure or by investing in economic development initiatives.

The table below shows, in summary format by commissioning strategy, our gross spending plans for capital in the year, as well as our actual gross expenditure performance against those plans. Our overall net variance on the capital programme

# NARRATIVE REPORT

in 2019-20 was an underspend of £17.003m, with the overall gross position being an underspend of £17.157m. The main reason for the differences between planned and actual capital spending are explained in the "Review of Financial Performance 2019-20" report to the Executive on 7 July 2020 but the most significant differences are explained below the table. All overspends and underspends on the capital programme are carried forward to the next financial year.

## Capital Gross Programme Outturn Position 2019-20 (Summarised) (£000's)

	Gross Programme		
	Actuals £'000	Revised budget £'000	Net Outturn Variance £'000
Adult Care & Community Wellbeing	7,679	7,679	0
Finance & Public Protection - Commissioning	22,011	27,515	-5,504
Children's Services - Commissioning	21,437	26,793	-5,356
Place - Commissioning	121,949	120,340	1,609
Other Programmes	0	7,905	-7,905
<b>Total Capital Programme 2019/2020</b>	<b>173,076</b>	<b>190,232</b>	<b>-17,157</b>

Within "Finance and Public Protection" there were a number of underspends totalling £5.504m relating to provision of broadband, a reduction in number of IT devices issued and slippage on projects in the Property programme.

Children's Services underspent by £5.423m on the SEND capital programme as funding of £5.000m was approved by the Secretary of State as eligible to be taken from Dedicated Schools Grant reserves to help fund the project and this happened late in the year.

Within "Other Programmes" the Council holds a contingency budget for new capital developments and this underspent by £7.905m as it was not required in full in 2019-20.

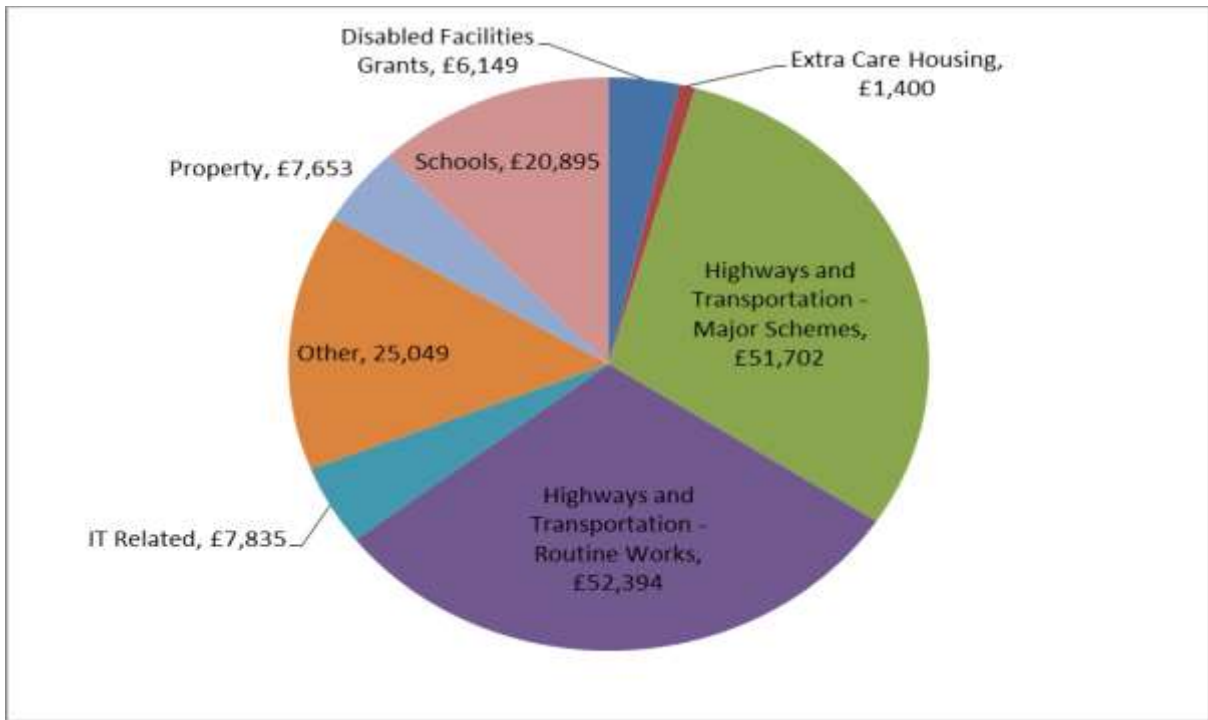
During 2019-20 we planned to spend £190.232m gross on capital and £90.555m net after grants and contributions. The major assets which have been progressed during the year are:

- Continuing construction of the Lincoln Eastern Bypass scheme.
- Continuing construction of the Grantham Southern Relief Road scheme.
- Expansion works to a number of schools to provide additional places for pupils, as well as a programme of general improvements to the condition of school buildings.

# NARRATIVE REPORT

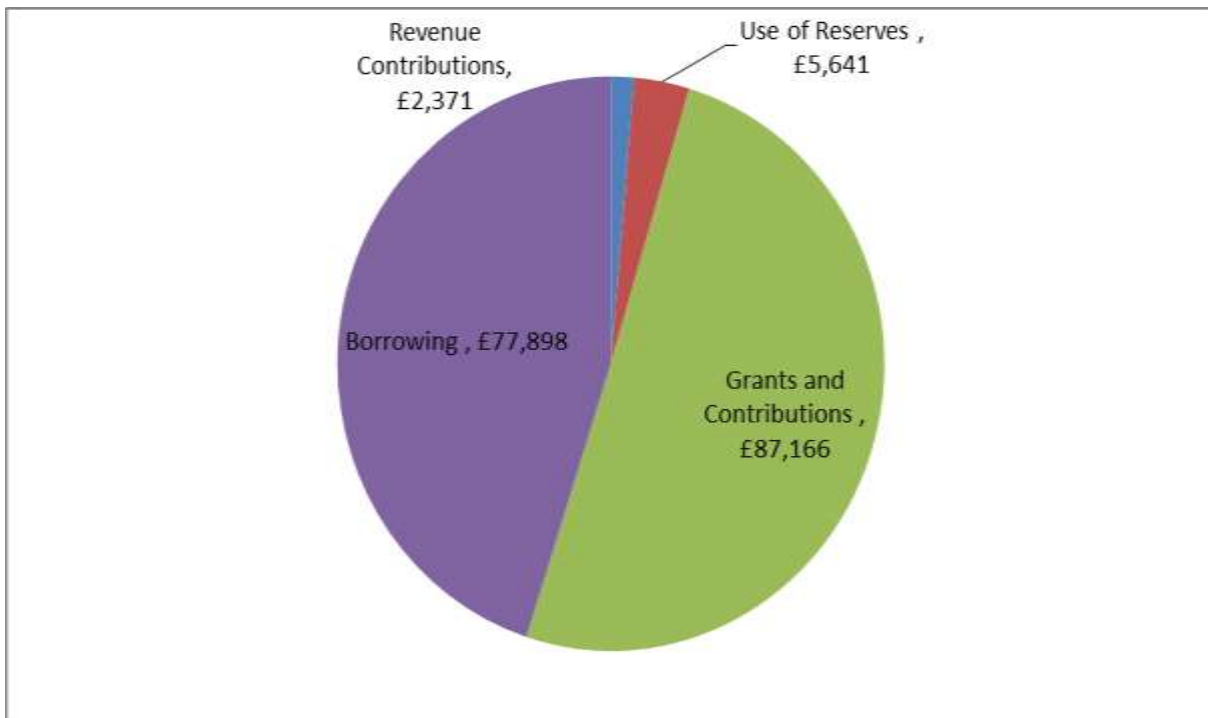
The pie chart below shows the major areas of capital investment during 2019-20.

## Gross Expenditure on Major Projects 2019-20 £190,232 (£000's)



The capital programme was funded by various sources of income totalling £173.076m (£149.260m 2018-19). The following pie chart shows the proportion received from each main source of funding:

## Sources of Capital Financing 2019-20 (£000's)



# NARRATIVE REPORT

## The Council's Assets and Liabilities

Our assets are what we own, and our liabilities are what we owe. These are shown on the Balance Sheet on page 29. The table below shows an extract from the Balance Sheet with key figures in it, and an explanation of these key figures is set out below the table.

31 March 2019		31 March 2020
£000's		£000's
1,443,793	Long Term Assets	1,466,483
338,002	Current Assets	344,069
-143,124	Current Liabilities	-141,347
-1,508,029	Long Term Liabilities	-1,360,869
<b>130,642</b>	<b>Net Assets</b>	<b>308,337</b>
-288,855	Usable Reserves	-337,415
	Unusable Reserves	
-872,331	Re Long Term Assets	-831,100
	Re Financial	
1,366	Instruments	1,346
1,032,507	Re Pensions	856,614
-3,329	Re Other	2,219
158,213	Total Unusable Reserves	29,079
<b>-130,642</b>	<b>Total Reserves</b>	<b>-308,337</b>

Overall, our net assets position has increased by £177.695m from £130.642m to £308.337m. The most significant cause of this movement is that our long term pension liability has decreased by £175.893m to £856.614m. This is the estimated value of the commitment to pay future retirement benefits to our employees, although the liability does not represent an immediate call on reserves as it is a long term commitment. The main reasons for this reduction are that firstly the rates for two key financial assumptions used in the valuation of the liability have reduced since last year (the expected salary increase rate and the expected pension increase rate), and secondly that the fund had a full valuation as at March 2019 and this has resulted in a realignment of data and assumptions which have also resulted in a decrease in the net liability. This position changes from year to year, and the increase in the liability has no impact on the Council's annual budget.

# NARRATIVE REPORT

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## 4. Performance and Outcomes

### Business Plan

The Council sets its business plan annually, and this is supported by the annual revenue budget and capital programme. During the year we developed a new Corporate Plan for 2020 to 2030 and this is covered in more detail in section 2, however for this year we have been working to the 2019-20 business plan. The objective of this was to support a society where people contribute to their communities and are willing and able to look after themselves and others; a county where:

- Communities are safe and protected;
- Businesses are supported to grow;
- Health and wellbeing is improved; and
- We effectively target our resources.

The overall performance of each commissioning strategy for 2019-20 is shown within the Annual Governance Statement on page 213. The majority of targets set in the Business Plan for 2019-20 were achieved, and the link provided on page 213 will take you to more detailed information on our business plan performance.

Performance is monitored throughout the year and is reported to the Council's Executive quarterly, after being scrutinised by the Overview and Scrutiny Management Board.

### Review of 2019-20

#### ***For the period prior to the coronavirus pandemic:***

During the year we planned to deal with a number of cost pressures, amounting to £25.543m in budgetary terms. The impact on our adult social care budgets of increasing numbers of clients as well as the increase in the National Living Wage; higher costs of home to school transport resulting from the increased National Living Wage; the increasing complexity, cost and demand-led nature of providing services for looked after children; the reinstatement of the previous higher levels of safety grass cutting, weed spraying and gulley cleansing; increased funding for repairing pot holes; higher waste disposal costs and various cost pressures relating to the Fire and Rescue Service. To help counteract these cost pressures a number of one-off costs from the previous year's budget were removed from the 2019-20 budget and a range of savings were implemented across the Council including: a more cost effective accommodation solution to support young people in need; restructures of some services; some growth in contributions from Adult Care service users and various efficiency savings. These reductions in the budget totalled £15.927m.

To give a flavour of what we have been doing over the 2019-20 financial year, a number of key outcomes and activities are summarised below.

# NARRATIVE REPORT

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There were a number of changes to the Corporate Leadership Team in the year. In December 2019 Debbie Barnes OBE, who had been Interim Head of Paid Service was appointed as Chief Executive and Head of Paid Service. Also in the year Les Britzman was appointed as Chief Fire Officer and Andy Gutherson was confirmed as Executive Director of Place on a permanent basis. Heather Sandy was appointed as Executive Director of Children's Services.

A strategic ten year Corporate Plan 2020-30 was developed and approved and this is described in more detail in section two.

In September 2019 a team of experienced Local Government officers visited us to carry out a corporate peer challenge. The team met with officers, councillors and other stakeholders to review our understanding of our local context, the effectiveness of our leadership within Lincolnshire and with key partners, our financial planning and viability, and our organisational leadership and governance and capacity to deliver. The challenge team confirmed that we are "a stable, reliable and solid organisation delivering good quality services to its residents." We were considered to be financially strong with a successful focus on children and adult services. The peer challenge welcomed our plans to move to a "One Council" approach, and offered recommendations to assist us in achieving our objectives.

Also in September 2019, the Executive considered feedback from the public consultation on the future of the Heritage Service. There had been considerable public concern about the proposals for changing the use of the Usher art gallery and the Executive agreed to continue exploring options, together with the City of Lincoln Council, for third party operators to continue to run it as an art gallery.

Contractors were appointed for the works on the first five schools forming part of the transformational Special Needs programme, with the works on three schools due to be completed in 2021. When completed, the programme will ensure that all children with Special Educational Needs and Disability (SEND) in Lincolnshire will be able to go to their local "SEND" school.

The new Specialist Targeted Employment Partnership (STEP) programme, provided by Linkage, went live in July 2019, supporting service users with learning disabilities to explore and secure long term paid employment, including help with CVs and interviews, training and workshops, and paid work experience placements with the possibility of long term employment.

The first phase of the new Blue Light Service Centre and Ambulance, Fire and Police Station at South Park in Lincoln was handed over in July 2019. The centre is the first tri-service operational station in the UK.

The new Lincolnshire County Council website was successfully introduced in January 2020, enabling Lincolnshire residents to access information, to apply for



# NARRATIVE REPORT

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assistance, or to pay for services more easily. Facilities to enable customers to make card payments for registration services were successfully implemented in November 2019.

Our successes in a number of areas were recognised, including:

- we received a letter from Lord Agnew, Parliamentary Under-Secretary of State for the school system, complimenting us on our efficient work in delivering school pupil places. We were asked by the Department for Education to provide peer support for less well performing councils;
- Assurance Lincolnshire won the CIPFA Public Finance Award 2019 for Governance and Risk, for the second time;
- our Highways Management Team was awarded the 2019 Municipal Journal award;
- our property services contract with VINCI was one of three contracts shortlisted for the National Facilities Management Awards;
- we were chosen as one of twenty-three councils selected to deliver the Early Years Level 3 SENCo Award training course; providing practitioners in private, voluntary and independent Early Years settings with increased confidence, knowledge and skills in early identification and personalised provision for young children with SEND.

We introduced our Carbon Management Plan 2018 to 2023 with a target of reducing emissions from our activities by 20% from the 2016-17 baseline.

In terms of financial performance, in addition to the revenue budget and capital programme outturn position for 2019-20 set out in section three above, we have a number of financial performance indicators. These are set out in the "Review of Financial Performance 2019-20" report to the Executive on 7 July 2020 and all of the indicators achieved the target set or exceeded it.

Our performance against the business plan was generally good with the majority of targets achieved up the end of quarter 3 (quarter 4 reporting has been deferred as a result of the reprioritisation of work due to the coronavirus pandemic). Some targets had not been met however, including the number of high risk premises inspected by Trading Standards (117 against a target of 141); the number of jobs created as a result of our support (192 against a target of 300); the percentage of household waste recycled (45.69% against a target of 55%); visits to core libraries and mobile library services (1,014,339 against a target of 1,290,918). A link to the performance dashboard, where more information can be found, is on page 213.

The Council owns four subsidiary companies: Transport Connect Limited, Lincolnshire Futures Limited, Lincolnshire County Property Limited and Legal Services Lincolnshire (Trading) Limited. Information about the financial performance of Transport Connect Limited is shown in Note 41 Related Parties. Lincolnshire County Property Limited is itself a subsidiary of Lincolnshire Future Limited – neither of these two companies had started trading by 31<sup>st</sup> March 2020. Legal Services Lincolnshire (Trading) Limited was created during the year and had not started

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trading by 31<sup>st</sup> March 2020. The Code of Practice requires Councils to consider the need to prepare accounts on a group basis. This assessment has been carried out and the result is that these accounts have been prepared on the single entity basis as the subsidiary companies' financial performance and position is not material in the context of the Council's accounts.

During the year ten schools transferred out of the Council's control to academy status.

## ***The impact of the coronavirus pandemic:***

We were alert to the potential need for an emergency response in January 2020 as the situation in China developed, and our Director of Public Health took the strategic lead for the county on this. In February our Public Health staff moved to initiate & support the Council and wider response to the situation and Council Directorates started to review their business continuity plans.

In late March and April the Lincolnshire Resilience Forum (LRF) enacted county-wide emergency systems to respond to the emerging crisis. The Council, along with its public service partners such as the District Councils, the Greater Lincolnshire Local Enterprise Partnership and the Lincolnshire Partnership NHS Foundation Trust, is a member of the LRF and has played a full role in its operations. Business continuity plans were implemented across the Council, particularly in Adult Care & Children's Services to identify the most vulnerable service users and ensure capacity to support them. Non-essential work was risk assessed and put on hold so that staff could be reassigned to the most critical areas of work. During May we had 321 staff deployed across critical services and we have regularly assessed our resourcing requirements Council-wide. New budget reporting processes were established to track covid-related spends.

Staff with underlying health conditions were able to start working from home in mid-March. This was followed, during the week commencing 23 March, with a wider closure of council offices in response to the government's guidelines. We continue to focus on ensuring the health and wellbeing of our employees and have introduced a range of measures and new ways of working both for those employees working from home and for those who are working in front line services. The impact of covid-19 on sickness levels has been lower than expected over the lockdown period and therefore so has the consequential impact on services. This continues to be closely monitored.

We provided daily video briefings to the community about our services and the Director of Public Health provided regular radio interviews to keep the community informed.

# NARRATIVE REPORT

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By the end of March, all of our Heritage sites had closed, schools had closed, all household waste recycling centres had closed and marriage and civil partnership ceremonies were suspended. Our Trading Standards and Counter-Fraud teams had already started working on raising awareness of possible coronavirus related scams, and our fire crews were planning to start working alongside ambulance crews to provide extra support for the pandemic.

To support people to stay safe and to help sustain our provider market, adult social care has seen unprecedented change across its services. This includes changes to packages of care especially within our learning disabilities service, taking lead commissioner responsibility for health and social residential placements as a result of the national discharge to assess model, and re-designating our five day per week Wellbeing Service into a seven day per week covid response hub. There have been significant increases in the cost for our commissioned providers to deliver care, due to the requirement for extra personal protective equipment (PPE) and due to staff absences through illness / isolating.

Our support has been focussed on clinically vulnerable people (those with serious medical conditions) and vulnerable people (those in need of community support whilst self-isolating). Our residents have been able to request help via our website or via a dedicated covid helpline and have then been referred to our Wellbeing Lincs Service, which has been actively supporting people by connecting them with local support networks. Help is then available in the form of e.g. food shopping, collecting prescriptions, dog walking and telephone calls to simply provide some companionship.

For adult social care it is likely that an increased use of PPE will continue throughout 2020-21 and into 2021-22. We have seen a reduction in residential care occupancy rates as a result of homes not taking new residents without a covid test and people choosing to stay with family rather than in a residential care home. Additionally, residential providers are starting to approach us about significant increases in their insurance premiums. All of this is placing financial strain on the residential care market. This is likely to continue for the foreseeable future and will impact on our residential rate review due in April 2021.

In terms of our supply of equipment, we are establishing a distribution model for PPE across the Council and its commissioned services. This is to ensure adequate and prioritised supply at a reasonable unit cost.

We took the decision to delay the Council's major procurement activity due in 2020-21 because it was felt that proceeding with procurement in these current conditions would be very likely to result in adverse financial outcomes because of under-resourced procurement and a likely poor response from providers due to covid. The

# NARRATIVE REPORT

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financial impacts of this decision were assessed and found to be minimal for most contracts, however where there were adverse impacts on the budget, these costs have been captured and reported together with other covid-related costs. One example relates to supported accommodation for young people where the procurement deferral will delay the realisation of planned savings from transformational work. In addition, we adopted the guidance within the Government's Procurement Policy Notice 02/20 for payment of suppliers to safeguard their financial health during and after the current Covid-19 outbreak. This is to ensure they are in a position to resume normal contract delivery once the outbreak is over and takes into consideration the variety of supplier markets supporting children's services across education and social care activities, as well as adult social care.

Children's Services commissioned providers have proved remarkably resilient so far in their ability to continue offer services to children and young people during the covid pandemic. Some services have had to diversify how they offer support. Critical face to face services, such as residential care, domiciliary care and supported accommodation have continued to have sufficient staffing capacity to deliver services. Our children's social care providers are reporting that they are currently managing financially.

In May 2020 we continued to respond to the pandemic, but also started to enter into the recovery phase. Response activity continues, and for some services will last well into 2021, but alongside this recovery planning is advancing at the Council and through the Lincolnshire Resilience Forum, with identification of risks and threats, but also of opportunities to adapt services for a 'new normal'.

We are concerned that there may be a spike in demand for services in the future. For Children's Social Care, this remains an area of uncertainty, however it is expected that looked after children service demands will rise after lockdown, as children start returning to school and the full impact of family circumstances become clearer. Modelling work has started, to understand the potential impact within the recovery phase, and considering how we may respond to this increased demand. Work is being undertaken to consider options for managing demand that offer value for money, including identifying opportunities in working practices going forward. Government guidance on social distancing when delivering services will be a key factor, particularly due to the additional financial implications this may cause, for example home to schools transport. If the overall number of pupils being transported to school remains the same, but social distancing measures are in place for the autumn terms onwards, then the additional costs could be very significant. Other areas of concern which will have been difficult to identify during the lockdown period but will need to be addressed are: domestic abuse; drug misuse and the mental health consequences for some people of prolonged isolation.

# NARRATIVE REPORT

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Our capital programme for 2020-21 is likely to be affected by covid to some extent. The current three school expansion schemes have been delayed from their original completion date. Although the schemes are now back on site and progressing well, two out of three schemes will not be completed for September 2020, when required. There are arrangements in place for the first term of 2020-21 academic year to ensure classes can be organised and the curriculum delivered, as required. Other capital projects such as our major highways schemes have continued during lockdown but with social distancing measures in place which has increased costs. The financial implications of capital programme delays will feed into our review of the medium term financial strategy and plan for 2021-22 onwards.

The major impact of covid to our cash flow has been the disruption to normal cash flow patterns, in the short, medium and long term, leading to uncertainty over amounts and timings of cash flows. To mitigate this uncertainty the following measures have been taken: greater emphasis has been placed on gathering as much information as possible on key significant items of expenditure and income; our cash flow forecast has been updated as changes occur and adequate levels of instant access investments have been placed, available on call if required. In the resultant interest rate climate these measures will have a negative impact on return from our cash investments. Access to short term borrowing to support liquidity shortfalls is also available and will be sourced if required. We have cash flow management procedures in place to manage our liquidity risk exposure i.e. the risk of not having funds available to meet payment commitments. How we manage this risk and other financial risks we are exposed to from our treasury operations are detailed in Note 19 Financial Instruments (Section e) of these accounts.

The Council's contingency plans to operate its treasury procedures remotely have been tested and found to be robust.

Further information about our plans for recovery and reset can be found in section 6 Look to the Future.

The coronavirus pandemic started to impact significantly in the last two weeks of March i.e. just before the end of the financial year, so the impact on our Statement of Accounts this year is fairly minimal. In the early part of the 2020-21 financial year however, the impact has been much greater, so we have undertaken an assessment of events after the reporting period to see if any of these events would require us to adjust our accounts for 2019-20, or require us to disclose an estimate of the financial impact without adjusting the accounts. We have determined that there are no material adjusting or non-adjusting events after the reporting period.

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## **5. Governance and Risk (General)**

Good governance for us means achieving the outcomes we intend, while acting in the public interest at all times. We have a governance framework which ensures that our business is carried out in a legal and proper way, and we review this framework every year to see if improvements need to be made to any aspects of it.

The Council's Annual Governance Statement is included within this Statement of Accounts and starts on page 205. The conclusion reported is that for the year ended 31 March 2020, our arrangements for governance, risk management and control were unaffected by the coronavirus and we performed adequately in these areas. That said, this view needs to take account of the significant impact of the coronavirus beyond the end of March 2020, and so the conclusion reported includes the caveat that it is not possible to quantify the additional risk arising, nor the impact of the coronavirus, on our governance, risk management and control.

The Strategic Risk Register is also set out in the Annual Governance Statement and can be seen on page 228. The Strategic Risk Register is regularly reviewed and risks are being effectively managed. There are ten risks included, with one assessed as high risk, with limited assurance. This is the risk of a successful cyber-attack against us resulting in a significant or critical impact. We are continuing to work to try and manage the ever-changing risk presented by cyber threats.

There are some areas of governance improvements identified and these can be seen in full on page 224. They include: improvements to the delivery and oversight of transformation programmes, including IT; implementation of improvement actions arising from the Peer Review 2019 and implementation of improvement actions arising from the Employee Survey 2019.

The Council's Audit Committee's role is to oversee and promote good governance, ensure accountability and review the ways things are done. It provides an assurance role to the Council by examining areas such as audit, risk management, internal control, counter fraud and financial accountability.

## **6. Look to the Future**

### Economic Climate

Lincolnshire County Council set a one-year detailed budget for 2020-21 in recognition of the government's plans to introduce major reforms to the way councils are funded. At the time the budget was set, these reforms were expected to be implemented from April 2021 but we now know that this has been deferred to April 2022. We prepared a three year budget plan up to 2022-23, using reasonable assumptions to estimate our likely financial position over this period.

# NARRATIVE REPORT

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The expected funding reforms referred to above bring a significant element of uncertainty to our budget planning. This does result in a potential risk to the Council's ability to continue to deliver services into the future which would impact on vulnerable members of our communities and this risk is included in the Council's strategic risk register set out in the Annual Governance Statement on page 228. We have determined that the risk is well managed because the Council is in a relatively strong financial position at 31 March 2020. This is evidenced by an adequate level of general reserves (£16.050m), as shown in the Balance Sheet extract in section 3, as well as a Financial Volatility earmarked reserve (£52.682m) which will assist the Council in transitioning towards a lower base budget over the medium term. The Council has a healthy cash position which is shown in the Balance Sheet on page 29. We undertook a stringent budget exercise during 2019-20, identifying £14.942m of efficiency savings to balance the 2020-21 budget and we have a good track record of achieving savings when required.

Having said this, the UK, and indeed the world, economy is going to be significantly impacted by the coronavirus pandemic. The UK government has borrowed money to fund the various coronavirus support schemes and this has increased the amount of public debt, following several years of austerity where the aim was to reduce the level of public borrowing. It seems likely that there will be an increase in unemployment and that a worldwide recession will follow. It is hard to say what this may mean for us in the future as the adverse economic impacts caused by the pandemic may affect future levels of council tax and business rates income and we don't yet know what the government's response will be in terms of its future funding for councils. Our medium term financial plan prior to the coronavirus pandemic showed an expected budget gap of £13.037m in 2021-22, which we had anticipated would be plugged with additional resources arising from the funding reforms. This plan is currently being updated.

## Our Financial Resilience

During the year, the Chartered Institute of Public Finance and Accountancy published a Resilience Index for Councils, which was a measure of their ability to withstand unexpected financial shocks. This index showed a relatively positive picture for us which was particularly due to the level of our reserves and the low spending on social care as a proportion of our total spending compared to other Councils, given that social care is the area where there are the highest pressures. Along with other County Council's, we are impacted by the growing demand for adults and children's social care. We are continually seeking ways to maintain and improve the quality of services delivered in the face of the increased demand in terms of numbers of people as well as the increased complexity of some cases. We hope that the government will be able to return back to resolving the issue of future funding of adult social care in due course.

# NARRATIVE REPORT

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We have received £35.467m of emergency covid grant from the government and we are currently using this to offset our higher costs resulting from the pandemic and our lost income due to services and facilities being closed or limited. The reserves we hold, referred to above, are available to support us through these difficult times if required, whilst we await news of our future finance settlements from the government.

We will continue to lobby for a fair funding settlement for Lincolnshire, and in the meantime we will be refreshing our medium term financial strategy and plan, to reflect our best estimates for the future financial landscape, including provision for those areas which are likely to have an on-going additional cost in the post-coronavirus setting. We will also be looking to reset the way we work and provide services post covid-19 and seeking value for money and transformative solutions - there is more information on our covid-19 recovery plans below.

## Brexit

The UK left the European Union (EU) on 31 January 2020 and is now in a transition period which is due to end on 31 December 2020. Negotiations are on-going between the UK government and the EU so at this stage it is unclear what the implications are for us from January 2021. The Council has been assessing the potential impacts of Brexit and, where risks have been identified, is monitoring the situation and seeking ways of mitigating these risks. The main risks, which could potentially impact on the Council's financial position, are:

- A strain on services provided where workloads may increase e.g. Trading Standards, Public Protection; social care agency workers;
- Additional costs arising from price increase due to shortages e.g. food supplies for residential care homes, other Council supplies sourced from outside the UK, increased employee costs in the care sector which may be passed onto the Council;
- An economic downturn which could affect employee pension investment returns, leading to higher employer costs in the longer term.

Brexit may bring opportunities too, but what these may be is also unclear at this time.

## Coronavirus Recovery Plan

We have worked with our public service partners to develop a coronavirus recovery plan, which we will implement together for the benefit of Lincolnshire's communities. We have identified three phases of recovery, which are:

**Phase 1, Reset** (Stabilisation) - to enable the easing of lockdown, restarting of the economy and ensuring the continued wellbeing of our community.

**Phase 2, Redesign** (Economic & Social renewal) - capitalising on the changes and opportunities brought about by the crisis as part of forging appropriate new ways of working and living as we develop a 'new normal'.



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**Phase 3, Renewal** - creating and embedding the new norm.

Key to reset, redesign and recovery is that the 'R' value is and remains below 1, and public health measures including social distancing, testing, contact tracing and supply of PPE have been fully established and risk to life minimised.

Our recovery plan includes a number of strategic objectives, including:

- To continue to save and protect life, with a clear priority on protecting those identified as vulnerable.
- All affected services are restored to an agreed standard so that they are 'suitable for use' for their defined future purposes.
- Effective planning and coordination is in place to recognise the anticipated waves of response and recovery over the next 12-18 months and ensure the ability of the LRF partnership to respond accordingly.
- Statutory responsibilities are carried out in full.
- The community is fully involved in the recovery process, with all agencies working closely with the community and those directly affected.
- Opportunities for service transformation are explored as part of the recovery process.
- Opportunities for longer term regeneration and economic development are explored as part of the recovery process.

In addition, our Director of Public Health is working with the local health protection team to implement a Local Outbreak Control Plan to manage local outbreaks of the virus and contain these to reduce transmission. A local Outbreak Engagement Board has been created, which includes partner organisations such as District Councils, Police, NHS and other organisations across the County. Its purpose is to provide political ownership and governance for the local response.

[Link to Further Information](#)

*Hyperlink to the Review of Financial Performance 2019-20 report (not yet published).*

**To be added**

*Hyperlink to the Performance Dashboard*

<http://www.research-lincs.org.uk/CBP-Landing-page.aspx>

# STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

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The Council's Responsibilities are to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its Officers has the responsibility for the administration of those affairs. In this Council, that officer is the Executive Director of Resources.
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Approve the Statement of Accounts.

The Statement of Accounts were approved at a meeting of Lincolnshire County Council Audit Committee on xx September 2020 and signed below by the Chair of Audit Committee:

Signed: ..... Dated: .....

The Executive Director of Resources is responsible for the preparation of the Authority'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).

In preparing this Statement of Accounts, the Executive Director of Resources has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent; and
- Complied with the Local Authority Code.

The Executive Director of Resources has also:

- kept proper accounting records which were up to date;
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.
- I certify that the Statement of Accounts gives a true and fair view of the financial position of the Authority as at 31<sup>st</sup> March 2020 and of its expenditure and income for the year ended on that date.

*The original documents were signed by Andrew Crookham, CPFA (Executive Director of Resources) on 1<sup>st</sup> July 2020.*

# COMPREHENSIVE INCOME & EXPENDITURE STATEMENT 1 APRIL 2019 TO 31 MARCH 2020

2018/19				Note	2019/20		
Gross Expenditure	Gross Income	Net Expenditure			Gross Expenditure	Gross Income	Net Expenditure
£'000	£'000	£'000			£'000	£'000	£'000
			<b>Cost of Services</b>				
5,702	(265)	5,437	Readiness for School		5,730	(188)	5,542
40,985	(3,823)	37,163	Learn and Achieve		44,070	(4,309)	39,761
12,805	(5,627)	7,178	Readiness for Adult Life		14,264	(6,204)	8,060
83,953	(14,196)	69,757	Children are Safe and Healthy		88,570	(14,109)	74,461
5,394	(172)	5,222	Adult Safeguarding		6,270	(173)	6,097
167,100	(54,195)	112,905	Adult Frailty and Long Term Conditions		176,307	(56,006)	120,301
2,545	(63)	2,482	Carers		2,356	(60)	2,296
97,763	(29,178)	68,585	Adult Specialties		104,363	(31,180)	73,183
33,881	(6,719)	27,162	Wellbeing		34,693	(6,205)	28,488
12,025	(348)	11,677	Community Resilience and Assets		12,877	(192)	12,685
99,463	(11,776)	87,687	Sustaining and Developing Prosperity through Infrastructure		96,356	(12,532)	83,824
32,523	(2,177)	30,346	Protecting and Sustaining the Environment		35,991	(2,573)	33,418
6,909	(5,728)	1,181	Sustaining and Growing Business and the Economy		20,675	(6,289)	14,386
38,776	(6,400)	32,376	Protecting the Public		43,154	(9,578)	33,576
8,524	(588)	7,936	How we do our Business		9,553	(372)	9,181
61,299	(9,521)	51,778	Enablers and Support to Council's Outcomes		61,293	(2,971)	58,322
(10)	(5)	(15)	Enablers and Support to Key Relationships		26	(26)	(0)
0	(32,662)	(32,662)	Public Health Grant		0	(31,800)	(31,800)
0	(40,060)	(40,060)	Better Care Funding		0	(48,146)	(48,146)
24,557	(6,686)	17,871	Other Budgets		2,957	(6,788)	(3,831)
324,854	(297,120)	27,734	Schools Budgets		334,266	(294,793)	39,473
<b>1,059,047</b>	<b>(527,307)</b>	<b>531,740</b>	<b>Cost of Services</b>		<b>1,093,771</b>	<b>(534,495)</b>	<b>559,276</b>
16,521	0	16,521	Other Operating Expenditure	(6)	31,314	0	31,314
43,583	(5,104)	38,479	Financing and Investment Income and Expenditure	(7)	42,705	(5,450)	37,255
0	(554,152)	(554,152)	Taxation and Non-Specific Grant Income	(8)	0	(572,924)	(572,924)
<b>1,119,151</b>	<b>(1,086,563)</b>	<b>32,588</b>	<b>Deficit on Provision of Services</b>		<b>1,167,790</b>	<b>(1,112,869)</b>	<b>54,921</b>
		(8,231)	(Surplus)/Deficit on Revaluation of Property, Plant and Equipment Assets	(13)			(4,279)
		0	Impairment losses on Non-Current Assets charged to Revaluation Reserve				650
		(23)	Surplus or Deficit from Investments in Equity Instruments Designated at Fair Value Through Other Comprehensive Income				26
		92,176	Remeasurement of the Net Defined Benefit	(13)			(229,030)
		195	Other Recognisable (Gains)/ Losses				18
		<b>84,117</b>	<b>Other Comprehensive Income and Expenditure</b>				<b>(232,616)</b>
		<b>116,705</b>	<b>Total Comprehensive Income and Expenditure</b>				<b>(177,695)</b>

## MOVEMENT IN RESERVES STATEMENT 1 APRIL 2019 TO 31 MARCH 2020

	Note	Total Usable Reserves					Unusable Reserves (Note 13)	Total Council Reserves
		General Fund Balance	Earmarked GF Reserves (Note 14)	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (Note 12)		
2019/20		£'000	£'000	£'000	£'000	£'000	£'000	
<b>Balance as at 1 April 2019</b>		<b>15,850</b>	<b>189,230</b>	<b>0</b>	<b>83,774</b>	<b>288,855</b>	<b>(158,213)</b>	<b>130,642</b>
<b>Movement in Reserves during 2019/20</b>								
Total Comprehensive Income and Expenditure		(54,920)	(17)	0	0	(54,938)	232,633	177,695
Adjustments between accounting basis & funding basis under regulations	(11)	85,236	0	5,905	12,358	103,499	(103,499)	0
Transfers between Reserves		(30,116)	30,116		0	0	0	0
<b>Increase/(Decrease) in Year 2019/20</b>		<b>200</b>	<b>30,099</b>	<b>5,905</b>	<b>12,358</b>	<b>48,561</b>	<b>129,134</b>	<b>177,695</b>
<b>Balance as at 31 March 2020 Carried Forward</b>		<b>16,050</b>	<b>219,329</b>	<b>5,905</b>	<b>96,132</b>	<b>337,415</b>	<b>(29,079)</b>	<b>308,336</b>

	Note	Total Usable Reserves					Unusable Reserves (Note 25)	Total Council Reserves
		General Fund Balance	Earmarked GF Reserves (Note 14)	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (Note 24)		
2018/19		£'000	£'000	£'000	£'000	£'000	£'000	
<b>Balance as at 1 April 2018</b>		<b>15,200</b>	<b>177,005</b>	<b>0</b>	<b>97,397</b>	<b>289,602</b>	<b>(41,802)</b>	<b>247,800</b>
Adjustments for the Restatement of General Fund Balance and Financial Instruments		600	(1,084)	0	0	(484)	30	(454)
<b>Restated Balance as at 1 April 2018</b>		<b>15,800</b>	<b>175,921</b>	<b>0</b>	<b>97,397</b>	<b>289,118</b>	<b>(41,771)</b>	<b>247,347</b>
<b>Movement in Reserves during 2018-19</b>								
Total Comprehensive Income and Expenditure		(32,588)	(195)	0	0	(32,783)	(83,922)	(116,705)
Adjustments between accounting basis & funding basis under regulations	(11)	46,142	0	0	(13,623)	32,520	(32,520)	0
Transfers between Reserves		(13,504)	13,504	0	0	0	0	0
<b>Increase/(Decrease) in Year 2018/19</b>		<b>50</b>	<b>13,309</b>	<b>0</b>	<b>(13,623)</b>	<b>(263)</b>	<b>(116,442)</b>	<b>(116,705)</b>
<b>Balance as at 31 March 2019 Carried Forward</b>		<b>15,850</b>	<b>189,230</b>	<b>0</b>	<b>83,774</b>	<b>288,855</b>	<b>(158,213)</b>	<b>130,642</b>

# BALANCE SHEET AS AT 31 MARCH 2020

31 March 2019			31 March 2020
£'000		Note	£'000
1,241,324	Property, Plant and Equipment	(15)	1,267,427
67,831	Heritage Assets	(16)	64,514
108,705	Investment Property	(17)	106,165
10,408	Intangible Assets	(18)	8,164
12,229	Long Term Investments	(19)	13,849
3,296	Long Term Debtors	(20)	6,363
<b>1,443,793</b>	<b>Long Term Assets</b>		<b>1,466,482</b>
261,887	Short Term Investments	(19)	277,291
16	Assets Held for Sale	(21)	575
926	Inventories		702
75,173	Short Term Debtors	(19)	65,501
<b>338,002</b>	<b>Current Assets</b>		<b>344,069</b>
(15,892)	Cash and Cash Equivalents	(22)	(14,575)
(18,372)	Short Term Borrowing	(19)	(18,447)
(101,297)	Short Term Creditors	(23)	(102,719)
(8,290)	Short Term Provisions	(24)	(5,606)
<b>(143,851)</b>	<b>Current Liabilities</b>		<b>(141,347)</b>
(6,593)	Long Term Creditors	(23)	(2,364)
(5,481)	Long Term Provisions	(24)	(4,263)
(452,451)	Long Term Borrowing	(19)	(488,156)
(1,042,777)	Other Long Term Liabilities	(25)	(866,085)
<b>(1,507,302)</b>	<b>Long Term Liabilities</b>		<b>(1,360,868)</b>
<b>130,642</b>	<b>Net Assets</b>		<b>308,336</b>
288,855	Usable Reserves	(12)	337,415
(158,213)	Unusable Reserves	(13)	(29,079)
<b>130,642</b>	<b>Total Reserves</b>		<b>308,336</b>

# CASH FLOW STATEMENT AS AT 31 MARCH 2020

31 March 2019 £'000		Note	31 March 2020 £'000
32,588	Net (surplus) or deficit on the provision of services		54,921
(184,018)	Adjustments to net surplus or deficit on the provision of services for non - cash movements		(164,327)
96,230	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities		91,145
<b>(55,200)</b>	<b>Net cash flow from Operating Activities</b>	30	<b>(18,261)</b>
42,193	Investing Activities	31	51,924
(3,868)	Financing Activities	32	(34,981)
<b>(16,875)</b>	<b>Net (increase) or decrease in cash and cash equivalents</b>		<b>(1,318)</b>
(32,768)	Cash and cash equivalents as at 1 April	22	(15,893)
<b>(15,893)</b>	<b>Cash and cash equivalents as at 31 March</b>		<b>(14,575)</b>

# NOTES TO THE CORE FINANCIAL STATEMENTS

Due to rounding figures to the nearest £000, some figures shown within the following notes may slightly differ when compared to the main Financial Statements or other Notes to the Accounts. The difference in rounding would not be in excess of £5,000 in any single case.

## NOTE 1. ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

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The Council is required to disclose information relating to the impact of changes in accounting standards on the financial statements as a result of new standards that have been issued, but are not yet required to be adopted.

In the 2019-20 accounts, the Council is required to disclose the following changes to Accounting Standards which may have an impact on the Council's accounts in 2020-21. The following standards are effective for Local Authorities for the 2020-21 financial year:

- IAS 28: Investments in Associates and Joint Ventures: Long-Term Interests in Associates and Joint Ventures. The amendment to the standard clarifies the accounting treatment of long term investments in associates and joint ventures. If these are not included in the accounts using the equity method, they have to be treated in accordance with the accounting standard IFRS 9 Financial Instruments.

This is likely to impact the Council's accounts in relation to its interest in Eastern Shires Purchasing Organisation (ESPO). Based on its 2018-19 accounts, the Council's share of net liabilities is c£0.5m, which is 16.66% of the total liabilities. This will be a recognition of an expected credit loss and charged to the general fund. This impact will be the most in the first year of adoption. Thereafter, the annual impacts will be adjustments to the original figure, which are likely to be smaller.

The Annual Improvements to IFRS Standards 2015-2017 Cycle has resulted in minor amendments to the following accounting standards.

- IFRS 3: Business Combinations. The amendment to IFRS 3 clarifies that when an entity takes control of a business that it previously held as a joint operation, it has to remeasure its previously held interest in that business.

This is unlikely to impact on the Council's accounts as there is no plan to take control of an organisation that is a joint operation in the coming year.

- IFRS 11: Joint Arrangements. The amendment to IFRS 11 clarifies that when an entity obtains joint control of a business that is a joint operation, it does not remeasure its previously held interest in that business. The Council has no interest in a joint operation that it is planning to change into joint control with the other partners. Therefore this will not impact on the Council's account in the coming year.
- IAS 12: Income Taxes. The amendment clarifies that entities must recognise all income tax as a consequence of all dividend transactions and events. This standard will not impact on the Council as it does not distribute dividends.
- IAS 19: Employee Benefits - Plan Amendment, Curtailment or Settlement. This standard specifies how an entity can determine pension expenses when changes to a defined benefit pension plan occur. The amendments require an entity to use the updated assumptions from this remeasurement to determine the current service cost and net interest for the remainder of the reporting period of the plan. IAS 19 did not used to specify how to determine these expenses for the period after the change to the plan. By requiring the use of updated assumptions, the amendments will provide useful information to users of financial statements.

The Council contributes towards defined benefit pension schemes - the Local Government Pension Scheme (LGPS), which is a funded scheme, and the Fire Fighters Pension Schemes, which are unfunded schemes. The amendment in this standard will affect Council's accounts in that the net liability reported may be different to what it would have been without the amendment. This year, the net liability relating to these schemes is c£856m. It is impossible to quantify the effect of this change without knowing the revised assumptions which will be used when a change to the plan occurs. The impact will not be a gain or loss against the Council's revenue budget.
- IAS 23: Borrowing Costs. The amendment to this standard clarifies that any specific borrowing outstanding after the related asset is ready for its intended use or sale, that borrowing becomes part of the funds that the entity borrows generally when calculating the capitalisation rate on general borrowings. This amendment will not impact on the Council, as all borrowing is already treated as general borrowing - the Council does not borrow for specific assets.



## NOTE 2. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

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In applying the accounting policies set out in Note 45, the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts include:

### Government Funding

There is a high degree of uncertainty about future levels of funding for local government, particularly beyond March 2021. 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.

The UK left the European Union (EU) on 31 January 2020 and is now in a transition period which is due to end on 31 December 2020. Negotiations are on-going between the UK Government and the EU so at this stage it is unclear what the implications are for the Council from January 2021, however the Council has determined that at this point in time there is no indication that Brexit will impact significantly on our ability to continue operations.

### PFI Contract- Focus Education Lincolnshire

The Council entered into a PFI contract with Focus Education (Lincolnshire), for the construction and provision of seven fully serviced school premises. The Council is deemed to control the service provided in these schools and also control the residual value in the school buildings at the end of the agreement. The accounting policy for Service Concessions and Similar Arrangements (including PFI agreements) has been applied to account for this contract and the property, plant and equipment assets associated with these schools, plus the outstanding liability for the PFI finance lease have been included within the Council's balance sheet. Details of the Council's PFI contract accounting are set out in Note 26 Private Finance Initiatives (PFI) and Similar Contracts.

On 11 November 2011, the school buildings belonging to St Botolph's County Primary School in Sleaford (a Voluntary Controlled School) were transferred to the Diocese Trust. This school has been accounted for in accordance with the Council's Accounting Policy of School Assets.

On the 1st March 2013, one of the seven PFI schools - the Phoenix School at Grantham, converted to Academy status. A 125 year lease has been agreed between the Council and the Academy to reflect the effects of the conversion. This lease is accounted for in accordance with the Council's Accounting Policies on Leases.

During 2016-17, another PFI school, Lady Jane Franklin School, transferred to Woodlands Academy on 1st August 2016. Another 125 year lease has been agreed between the Council and the Academy to reflect their conversion. The buildings have been assessed to be a finance lease due to the length of the contract in place. The land has been assessed as an operating lease as after 125 years, it will revert back to the Council. It is the Council's policy that land only becomes a finance lease at 999 years. However due to the length of the lease and peppercorn rental payments, the land value provided by the valuer is below the de minimis for including within lease values.

### Energy from Waste Plant

The Council has reviewed the arrangements in place for the construction and operation of the Energy from Waste Plant. There are elements of the Energy from Waste contract that meet the definition of a service concession arrangement in that the contract is design, build and operate. However, the land, building and equipment assets associated with the plant have been purchased outright by the Council (and financed through Prudential Borrowing), as such these have been recognised as assets of the Council's in the balance sheet.

### School Assets

Clarification has been issued on how assets used by schools should be accounted for, and when they should be recognised on the Council's balance sheet. The accounting standard for property, plant and equipment (IAS 16) defines a non-current asset as "a resource controlled by the Council as a result of a past event from which future economic benefits or service potential are expected to flow". The clarification on how this should be interpreted requires the assets of a school to be controlled by the Council or the Schools governing body for these criteria to be met, and therefore these assets are included within the Council's balance sheet.

All school assets have been reviewed to identify if they are controlled by the Council and should be included on the Council's balance sheet. In general terms all Community Schools and Foundation Schools (which are not controlled by a separate trust) should be included on the Council's balance sheet. Voluntary Controlled and Voluntary Aided Schools where the assets are generally controlled by a Trust (often the Diocese) should not be on the Council's balance sheet.

During the 2019-20 review, it came to light that the lease agreement relating to The Priory LSST Academy has not been completed since they became academy in 2009. Prior to being an academy, The Priory LSST was a foundation schools and at the time, foundation schools were not included in the Council's balance sheet until 2014-15 following change in the Code. The value of the school has never been included in the balance sheet of the Council.

Being one of the first to become an academy, the school's title was handed to the Council and a 125 year lease will be given to the school. However, this agreement has not been formally signed by both parties and the value of the schools never been included in the balance sheet. In accordance to IAS 16, the school is not a resource that is controlled by the Council and the school is benefitting from its service potential.

It is deemed that the substance of the current arrangement is a finance lease, wherein the risk and rewards of the ownership falls with the schools. Additionally the school has total control of the asset and it is highly unlikely that the agreement will not be agreed.

The implementation of the accounting standard IFRS 16 Leases in April 2021 will fully support the judgement taken by the Council. Since the school has not been in the balance sheet, it would be misleading to include in 2019-20 and 2020-21 and then remove again from April 2021.

The current valuation of the school at 01 April 2019 is £23.250m. If this is included in the Council's balance sheet, this would increase the long term assets by this amount less the annual depreciation charge c£0.783m, which would be charged to the Net cost of services for schools. This charge would be reversed to the Capital Adjustment Account Reserve and would not affect the general fund balance. The revaluation reserve would also increase by £23.250m to recognise the asset.

### Investment Properties

The Council has assessed its portfolio of property assets and has identified a small number of assets held for investment purposes (including the Council's County Farms Estate). These assets are held purely for the purposes of capital appreciation or income generation, or both, and have been accounted for under the Council's policy on investment properties. Further details are contained in Note 17 Investment Properties.

### Classification of Leases

The Council has entered into numerous leases for property and equipment, both as lessee and lessor. All new arrangements are assessed on an annual basis to determine whether they meet the indicators set out in IAS 17 Leases. The Council has set certain criteria for these indicators which have to be met for the lease to be considered as a finance lease. Details of all leases held by the Council are set out in Note 27 Leases.

### Group Accounts

The Council owns four subsidiary companies: Transport Connect Limited, Lincolnshire Future Limited, Lincolnshire County Property Limited and Legal Services Lincolnshire (Trading) Limited. Lincolnshire County Property Limited is itself a subsidiary of Lincolnshire Future Limited and neither company has traded during

2019-20. Transport Connect Limited is a teckal company and as such at least 80% of its turnover has to come from the Council. Additional information has been disclosed in Note 41 Related Parties. Legal Services Lincolnshire (Trading) Limited was created during the year and had not started trading by 31 March 2020.

It has been assessed for 2019-20 that there is no requirement to undertake group consolidation as the Council's interest is considered not material. Additionally as 98% of the turnover during the year is from the Council, this has already been recorded in the Council's accounts as expenditure.

Employees in Transport Connect Limited are in a defined contribution pension scheme. The liability of the Council will be limited to the employer contribution as required by the scheme.

## **NOTE 3. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY**

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The Statement of Accounts contain a number of estimated figures that are based on assumptions made by the Council, about the future or where there is a degree of uncertainty about outcomes. Estimates made take into account: historical experience, current trends and relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates included in the Statement of Accounts.

The Council's Balance Sheet as at 31 March 2020 contains the following entries, for which there is a significant risk of material adjustments in the forthcoming financial year:

Item	Uncertainties	Effect if actual results differ from assumptions
Property, Plant and Equipment - PP&E (Valuations, Asset Lives and Derecognition)	<p>Land and building assets carrying value and remaining useful life are assessed by the Council's Valuers. These valuations include an assessment of the condition and use of assets. Changes in local government funding and future restructuring of services by the Council may affect the use of existing assets and levels of spending to maintain these assets. This may lead to changes in asset values and asset lives in the future.</p> <p>During derecognition the value of the replacement is used as a proxy to index back to original cost. This will lead to changes in asset values, thereby affecting the depreciation charges in the future.</p>	<p>Changes to asset value and lives will have an effect on the annual depreciation charge for use of assets charged to services in the CI&amp;ES. The annual depreciation charge for PP&amp;E in 2019-20 is £80.682m (£81.349m in 2018-19) and the gross book value of these assets is £1,867m (£1,789m in 2018-19). The asset life has an inverse effect with depreciation charge. The lower the asset life, the higher the depreciation charge; the higher the asset life, the lower the depreciation charge.</p> <p>The accounting policies in Note 45 and Note 15 Property, Plant and Equipment detail the current policy on valuation methods, asset lives, depreciation and derecognition applied by the Council.</p>
Property, Plant and Equipment - PP&E (Valuations, Asset Lives and Derecognition) (continued)	<p>The UK has left the European Union at the end of January 2020 and is now in transition period up to the end of December 2020. The situation in Lincoln and the wider Lincolnshire property market is similar now to last year. The dramatic variations seen in other parts of the country is not repeated here. Perhaps the greatest change is seen in retail wherein the Council has no market exposure.</p> <p>The outbreak of Novel Coronavirus (Covid-19) has led to the World Health Organisation to declare a global pandemic on 11 March 2020. This has led to the lockdown of UK on 27 March 2020.</p> <p>This has impacted on travel restrictions and market activity of most sectors. This has put market valuation uncertainty as per VPS3 and VPGA 10 of the RICS Red Book Global. Consequently, less certainty and a higher degree of caution is attached to the valuation of our portfolio at the end of the year.</p>	<p>Due to uncertainty posed by Brexit and Covid-19 pandemic, the asset value may be lower than recorded. This may result to a charge to CI&amp;ES if there is no revaluation reserve for that particular asset. If the asset value is higher, this will result in a higher Revaluation Reserve. The impact to CI&amp;ES will be a reversal of revaluation loss if previously made. This will not be significant considering the total loss charged in the year is £4.409m.</p>

Item	Uncertainties	Effect if actual results differ from assumptions
Pensions	<p>The Council's accounts contain an estimate of the future liability to pay pensions on the retirement of employees. This liability is estimated by the Council's actuary who applies a number of assumptions relating to: salary projections, retirement ages, changes in mortality rates and expected rates of return on pension assets and the discount rates used.</p> <p>Formal actuarial valuations are carried out every three years, where the assets and liabilities are calculated on a detailed basis, using individual member data for cash contribution setting purposes. The formal valuation concluded on 31 March 2019. The balance sheet position as at 31 March 2020 and the projected charge to the CI&amp;ES for 2020-21, are therefore based on the new roll forward from the 2019 formal valuation. This differs to the balance sheet position as at 31 March 2019 and the charge to the CI&amp;ES for 2019-20, which were based on a roll forward from the 2016 formal valuation.</p>	<p>Changes to the actuaries assumptions may materially affect the value of the pension fund liability, however, these changes are difficult to predict as the assumptions interact in complex ways. During 2019-20 the Council's actuaries advised that the net pension liability had decreased to £856.614m (£1,032m in 2018-19). Details of the pension fund liabilities are set out in Note 29 Defined Benefit Pension Schemes.</p> <p>This 'step change' led to the sizeable asset and liability 'remeasurement experience' items in the reconciliation of the Balance Sheet from 31 March 2019 to 31 March 2020 as seen in the previous paragraph, and will again materially affect the value of the pension fund liabilities in the future.</p>
Pensions (continued)	<p>The valuation of the pension assets and liabilities are assumptions that in effect projections of future investment returns and demographic experience many years into the future and there is inevitably a great deal of uncertainty inherent with such projections.</p> <p>The Coronavirus global pandemic has resulted in the volatility of financial investments. The markets have continued to trade and while it is recognised volatile the Actuary was able to provide the best estimate to mean that the proposed assumptions are 'neutral'. It is in their opinion that an equal chance of actual experience being better or worse than the assumptions proposed.</p>	

Item	Uncertainties	Effect if actual results differ from assumptions
Accruals	Debtor and Creditor accruals are measured at the best estimate of the income / expenditure expected at the balance sheet date. Details of debtor and creditor balances are set out in Note 20 Debtors and Note 23 Creditors respectively.	The most significant accrual as at 31 March 2020 relates to the employee leave earned but not taken £5.689m (£5.497m in 2018-19). A survey of staff was used to calculate the accrual to get a full sample of all areas within the Council. The amount included in the accounts was dependent on the response received and if more staff had completed the survey, this would have resulted in a higher accrual. However, the data is comparable to the previous year's level.
Fair Value Measurements	<p>When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (i.e. Level 1 inputs), their fair value is measured using valuation techniques (e.g. discounted cash flow model or independent appraisal of company valuations).</p> <p>Where Level 1 input is not available, the Council employs relevant experts to identify the most appropriate valuation techniques to determine the fair value (for example the Investment Properties, the Council's Valuer).</p> <p>Details of the fair value of the Council's assets and liabilities are set out in Notes 17 Investment Properties and 19 Financial Instruments.</p>	<p>The Council uses market value and term and reversion approach to measure the fair value of some of its Investment Properties.</p> <p>The significant unobservable inputs used in the fair value measurement include assumptions regarding rent that any tenant/s is/are capable of meeting its/their obligations, and that there are no rent arrears or undisclosed breaches of covenant.</p> <p>Significant changes in the unobservable inputs would result in a significantly lower fair value measurement for the Investment Properties.</p>
Fair Value Measurements (continued)	<p>The Council has shareholdings in companies and these are measured using Level 3 inputs due to lack of information in active markets. The fair value has been measured using the discounted cash flow - enterprise approach. This uses discount rates derived from the financial information available from these companies. Other assumptions used are based on the most recent financial statements of these companies and other information known at the time.</p> <p>As in the valuation of Property, Plant and Equipment above, the global pandemic Coronavirus has created uncertainty in a lot of sectors. This will likely scale back the activities of these company, thereby affecting their cash flow, which is the basis of the valuation calculation.</p>	<p>Significant changes in the unobservable inputs would result in a difference in the fair value of these shareholdings. However this is not considered to be materially significant due to the current financial position of these companies and the level of the Council's interest in these companies.</p> <p>Decrease in the activity of these companies will result in lower profit, and will result to lower valuation. Due to the low level of interest of the Council, it is considered that this will not significantly affect its position.</p>

## NOTE 4. MATERIAL ITEMS OF INCOME AND EXPENDITURE

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The Council is required to disclose any material amounts of income or expenditure which are not disclosed on the face of the Comprehensive Income and Expenditure Statement or in other supporting notes to the accounts. Material items over £10m have been reviewed and no items have been identified which are not reported on the face of the Comprehensive Income and Expenditure Statement or in the supporting notes.

## NOTE 5. EVENTS AFTER THE REPORTING PERIOD

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### a) Authorisation of Accounts for Issue

The Statement of Accounts were authorised for issue by Andrew Crookham, CPFA (Executive Director of Resources) on 1<sup>st</sup> July 2020 in accordance with the Accounts and Audit Regulations 2015 (England) and Accounts and Audit (Coronavirus) (Amendment Regulations 2020).

*Note 5 was signed by Andrew Crookham, CPFA (Executive Director of Resources) on 1<sup>st</sup> July 2020.*

### b) Events after the Reporting Period

In accordance with IAS 10 Events after the Reporting Period, the following have been considered:

- Events taking place after the date the Accounts were authorised for issue (30<sup>th</sup> June 2020) are not reflected in the Financial Statements or the notes.
- Events that provide evidence of conditions that existed at the end of the reporting period 2019-20 are reflected in the figures in the Financial Statements and the notes, where the information has a material impact.
- There were no material "non-adjusting" events arising after the reporting period and up to 30<sup>th</sup> June 2020.



**NOTE 6. OTHER OPERATING EXPENDITURE**

<b>2018/19</b>		<b>2019/20</b>
<b>£'000</b>		<b>£'000</b>
1,097	Precepts paid to non-principal authorities and levies	1,151
15,424	Gain or Loss on the disposal of non-current assets	30,163
0	Revaluation losses on assets held for sale	0
<b>16,521</b>	<b>TOTAL</b>	<b>31,314</b>

**NOTE 7. FINANCING AND INVESTMENT INCOME AND EXPENDITURE**

<b>2018/19</b>		<b>2019/20</b>
<b>£'000</b>		<b>£'000</b>
21,061	Interest payable and similar charges	20,081
24,261	Net Interest on the net defined benefit liability (asset)	25,149
(2,556)	Changes on Investment Property valuations	(4,454)
0	Changes in Financial Instruments measured at amortised cost valuations	1,229
816	Expenditure on Investment Properties	700
<b>43,582</b>	<b>Total Gross Expenditure</b>	<b>42,705</b>
(2,578)	Interest receivable and similar income	(3,002)
(2,526)	Income from Investment Properties	(2,448)
<b>(5,104)</b>	<b>Total Gross Income</b>	<b>(5,450)</b>
<b>38,478</b>	<b>TOTAL</b>	<b>37,255</b>

## NOTE 8. TAXATION AND NON SPECIFIC GRANT INCOME

a) Credited to Taxation and Non-Specific Grant Income in the Comprehensive Income and Expenditure Statement

2018/19		2019/20
£'000		£'000
(280,822)	Council tax income	(299,911)
(161,119)	Business Rates - Districts *(1)	(114,429)
	Non-ring-fenced government grants:	
0	Covid-19 Support Grant	(21,469)
0	Revenue Support Grant *(1)	(20,138)
(11,010)	Section 31 Grant - Business Rates	(7,304)
0	Rural Service Delivery Grant *(1)	(6,935)
(2,105)	Adult Social Care Support Grant	(5,754)
(2,342)	New Homes Bonus Grant & Returned Top slice	(2,144)
(1,744)	Partners in Practice S31 Grant	(2,000)
(1,644)	Independent Living Fund Grant	(1,594)
(30)	Education Services Grant	(29)
(2,182)	Other Non Specific Grant	(1,820)
<b>(21,057)</b>	<b>Total Non-ring-fenced Government Grants</b>	<b>(69,187)</b>
	Capital Grants and Contributions:	
(46,469)	DfT Asset Protection Grant	(30,152)
(12,829)	DfE Basic Need Grant	(21,460)
0	Grantham Southern Relief Road	(9,753)
(4,511)	DfE Schools Condition Capital Maintenance Grant	(4,293)
(1,253)	Contributions from Private Sectors	(3,838)
(6,461)	DFT LTP Lincoln Eastern Bypass	(3,649)
(3,312)	DfT Integrated Transport Grant	(3,312)
(6,947)	Blue Light PIF	(2,618)
0	Children's Special Provision Fund	(2,386)
0	Spalding Relief Road	(1,964)
(800)	National Productivity Investment Fund	(1,200)
(2,817)	Devolved Formula Grant	(1,081)
(891)	Heritage Lottery Fund	(324)
(1,890)	DFT Safer Roads Fund Grant	(200)
(8)	East Midlands Ambulance Service Contribution	0
(2,967)	Other Capital Grants and Contributions	(3,166)
<b>(91,154)</b>	<b>Total Capital Grants and Contributions</b>	<b>(89,397)</b>
<b>(554,152)</b>	<b>TOTAL</b>	<b>(572,924)</b>

## INCOME & EXPENDITURE STATEMENT

\* (1) The Council took part in a Business Rates Pilot Scheme during 2018-19 which meant that Revenue support Grant and Rural Service Delivery Grant were both rolled into Business Rates for that year.

Details of capital grants unapplied during the financial year and transferred to reserves can be found in the Movement on Reserves Statement and Note 12 Usable Reserves.

b) Credited to Revenue Service Accounts in the Comprehensive Income and Expenditure Statement.

<b>2018/19</b>		<b>2019/20</b>
<b>£'000</b>		<b>£'000</b>
(255,646)	Dedicated Schools Grant	(248,918)
(32,662)	Public Health Grant	(31,800)
(14,249)	Better Care Fund - Improved Element	(25,120)
(12,635)	Pupil Premium	(11,447)
(5,698)	Disabled Facilities Grant	(6,236)
(9,609)	Better Care Fund - Supplementary Improved Element	(4,761)
(4,156)	Universal Infant Free School Meals	(4,091)
0	Teachers Pension grant	(3,781)
(3,068)	Winter Pressures Grant	(3,368)
(3,362)	EFA and Sport Grant	(3,173)
(1,741)	Adult Safeguarding Learning	(2,733)
(3,149)	YPLA 16-19 Funding	(2,420)
(2,807)	Troubled Families Grant	(1,995)
(1,267)	Asylum Seekers	(1,645)
(1,184)	Fire New Burdens	(1,202)
(1,158)	The Private Finance Initiative	(1,158)
(2,352)	ERDF Grant Income	(1,056)
(7,137)	Other Revenue Grants	(5,544)
<b>(361,880)</b>		<b>(360,447)</b>

## **NOTE 9. EXPENDITURE FUNDING ANALYSIS**

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The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the council's directorates, services and departments. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

# NOTES SUPPORTING THE COMPREHENSIVE INCOME & EXPENDITURE STATEMENT

2018/19			2019/20		
Net Expenditure chargeable to the General Fund	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement	Net Expenditure chargeable to the General Fund	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement
£'000	£'000	£'000	£'000	£'000	£'000
<b>COMMISSIONING STRATEGIES</b>					
4,601	836	5,437	4,866	676	5,542
36,226	937	37,163	38,437	1,323	39,761
5,786	1,392	7,178	6,103	1,958	8,060
64,088	5,669	69,757	67,677	6,784	74,461
4,972	252	5,223	5,764	332	6,096
110,623	2,282	112,904	117,012	3,289	120,301
2,483	(1)	2,482	2,296	0	2,296
67,417	1,168	68,585	72,107	1,076	73,183
26,920	242	27,162	27,951	536	28,488
10,023	1,654	11,677	10,533	2,153	12,686
40,745	46,942	87,687	36,219	47,604	83,823
21,960	8,386	30,346	23,563	9,855	33,418
1,290	(110)	1,181	707	13,679	14,386
24,679	7,697	32,376	24,606	8,971	33,576
7,159	777	7,936	8,030	1,151	9,181
38,340	13,439	51,779	40,756	17,566	58,322
(15)	0	(15)	0	0	0
(32,662)	0	(32,662)	(31,800)	0	(31,800)
(40,060)	0	(40,060)	(48,146)	0	(48,146)
53,789	(35,918)	17,871	50,869	(54,700)	(3,831)
(5,279)	33,013	27,734	1,019	38,454	39,474
<b>443,084</b>	<b>88,656</b>	<b>531,740</b>	<b>458,569</b>	<b>100,708</b>	<b>559,277</b>
(456,639)	(42,514)	(499,152)	(488,884)	(15,472)	(504,356)
<b>(13,555)</b>	<b>46,143</b>	<b>32,588</b>	<b>(30,315)</b>	<b>85,236</b>	<b>54,921</b>
13,504			30,116		
<b>(50)</b>			<b>(200)</b>		
15,200			15,850		
50			200		
<b>15,850</b>			<b>16,050</b>		

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# NOTES SUPPORTING THE COMPREHENSIVE INCOME & EXPENDITURE STATEMENT

a) The below table shows the adjustments between funding and accounting basis included within the Expenditure and Funding Analysis:

2018/19					2019/20			
Adjustments between Funding and Accounting Basis					Adjustments between Funding and Accounting Basis			
Adjustments for Capital Purposes	Net change for the Pension Adjustments	Other Differences	Total Adjustments		Adjustments for Capital Purposes	Net change for the Pension Adjustments	Other Differences	Total Adjustments
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
<b>COMMISSIONING STRATEGIES</b>								
614	196	26	836	Readiness for School	656	63	(43)	676
53	918	(34)	937	Learn & Achieve	73	1,239	12	1,323
685	678	30	1,392	Readiness for Adult Life	753	1,209	(4)	1,958
1,458	4,167	43	5,669	Children are Safe & Healthy	1,197	5,522	64	6,783
0	252	0	252	Adult Safeguarding	0	330	2	332
176	2,028	78	2,282	Adult Frailty & Long Term Conditions	1,591	2,802	(1,104)	3,289
0	0	(1)	(1)	Carers	0	0	0	0
472	670	26	1,168	Adult Specialties	457	640	(20)	1,077
8	224	10	242	Wellbeing	80	456	1	537
1,275	372	7	1,654	Community Resilience & Assets	1,669	488	(4)	2,153
44,830	2,120	(8)	46,942	Sustaining & Developing Prosperity Through Infrastructure	44,602	2,971	31	47,604
8,378	654	(645)	8,386	Protecting & Sustaining the Environment	9,934	543	(622)	9,855
(339)	238	(8)	(110)	Sustaining & Growing Business & the Economy	13,357	320	2	13,679
6,257	1,367	72	7,697	Protecting The Public	6,831	2,048	92	8,971
0	818	(40)	777	How We Do Our Business	0	1,116	35	1,151
7,821	3,756	1,862	13,439	Enablers & Support To Council's Outcomes	10,142	5,652	1,772	17,566
0	0	0	0	Enablers & Support To Key Relationships	0	0	0	0
0	0	0	0	Public Health Grant	0	0	0	0
0	0	0	0	Better Care Funding Income	0	0	0	0
1,352	3,642	(40,912)	(35,918)	Other Budgets	241	(12,394)	(42,547)	(54,700)
24,144	11,263	(2,393)	33,013	Schools Budgets	25,283	14,983	(1,812)	38,454
<b>97,184</b>	<b>33,362</b>	<b>(41,889)</b>	<b>88,656</b>	<b>Net Cost of Services</b>	<b>116,865</b>	<b>27,988</b>	<b>(44,145)</b>	<b>100,708</b>
(75,730)	24,261	8,956	(42,514)	Other Income and Expenditure from the Expenditure and Funding Analysis	(63,688)	25,149	23,067	(15,472)
<b>21,454</b>	<b>57,623</b>	<b>(32,934)</b>	<b>46,143</b>	<b>Difference between General Fund surplus and deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services</b>	<b>53,177</b>	<b>53,137</b>	<b>(21,078)</b>	<b>85,236</b>

# NOTES SUPPORTING THE COMPREHENSIVE INCOME & EXPENDITURE STATEMENT

## Adjustments for Capital Purposes

The column for adjustments for capital purposes adds in depreciation and impairment and revaluation gains and losses in the services line, and for:

- Other operating expenditure – adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- Financing and investment income and expenditure – the statutory charges for Capital Financing i.e. Minimum Revenue Provision and other Revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- Taxation and non-specific grant income and expenditure – capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

## Net Change for the Pensions Adjustments

The Net change for the removal of pension contributions also includes the addition of IAS 19 Employee Benefits pension related expenditure and income:

- For services this represents the removal of the employer pension contributions made by the Council as allowed by statute and the replacement with current service costs and past service costs.
- For Financing and investment income and expenditure – the net interest on the defined benefit liability is charged to the CI&ES.

## Other Differences

Other differences take into account differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and any amounts payable/receivable to be recognised under statute:

- For Financing and investment income and expenditure the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts.

The charge under Taxation and non-specific grant income and expenditure represents the difference between what is chargeable under statutory regulations for council tax and NDR that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices in the Code. This is a timing difference as any difference will be brought forward in future Surpluses or Deficits on the Collection Fund.

# NOTES SUPPORTING THE COMPREHENSIVE INCOME & EXPENDITURE STATEMENT

## Segmental Income

Income received on a segmental basis is analysed in the below table:

<b>Income from Services</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£'000</b>	<b>£'000</b>
<b>COMMISSIONING STRATEGIES</b>		
Readiness for School	(265)	(188)
Learn & Achieve	(3,823)	(4,309)
Readiness for Adult Life	(5,627)	(6,204)
Children are Safe & Healthy	(14,196)	(14,109)
Adult Safeguarding	(171)	(173)
Adult Frailty & Long Term Conditions	(48,498)	(49,859)
Carers	(63)	(60)
Adult Specialties	(29,178)	(31,180)
Wellbeing	(6,718)	(6,205)
Community Resilience & Assets	(348)	(192)
Sustaining & Developing Prosperity Through Infrastructur	(11,779)	(12,532)
Protecting & Sustaining the Environment	(2,177)	(2,573)
Sustaining & Growing Business & the Economy	(5,719)	(6,291)
Protecting The Public	(6,400)	(9,578)
How We Do Our Business	(588)	(372)
Enablers & Support To Council's Outcomes	(5,324)	(5,363)
Enablers & Support To Key Relationships	(5)	(26)
Public Health Grant	(32,662)	(31,800)
Better Care Funding	(40,060)	(48,146)
Other Budgets	(9,259)	(9,787)
Schools Budgets	(295,139)	(290,871)
<b>Total Income Analysed on a Segmental Basis</b>	<b>(517,997)</b>	<b>(529,818)</b>

The figures in the above table include Grants and Contributions.



## NOTE 10. EXPENDITURE AND INCOME ANALYSED BY NATURE

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

	2018/19	2019/20
	£'000	£'000
<b>Expenditure</b>		
Employee benefits expenses	393,074	401,825
Other service expenses	599,977	631,602
Depreciation, amortisation and impairment	88,517	82,254
Interest payments	21,061	20,081
Precepts and Levies	1,097	1,151
Gain on the disposal of assets	15,424	30,877
<b>Total expenditure</b>	<b>1,119,149</b>	<b>1,167,790</b>
<b>Income</b>		
Fees, charges and other service income	(167,952)	(176,496)
Interest and investment income	(2,578)	(3,002)
Income from Council Tax, Non-domestic Rates	(441,941)	(414,340)
Government Grants and Contributions	(474,091)	(519,031)
<b>Total income</b>	<b>(1,086,562)</b>	<b>(1,112,869)</b>
<b>Surplus or Deficit on the Provision of Services</b>	<b>32,587</b>	<b>54,921</b>

## NOTE 11. ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

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This Note details the adjustments that are made to total Comprehensive Income and Expenditure Statement to adjust proper accounting practice for statutory provisions to meet future capital and revenue expenditure.

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

### General Fund Balance

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

### Capital Receipts Reserve

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

### Capital Grants Unapplied

The Capital Grants Unapplied Account (Reserve) holds the grants and contributions received towards capital projects for which the Council has met 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.

# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

	2019/20			
	Usable Reserves			Movements in Unusable Reserves £'000
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	
<b>Adjustments to Revenue Resources</b>				
Amount by which income and expenditure included in the CI&ES are different from revenue for the year calculated in accordance with statutory requirements.				
<b>Pension Costs</b> (transferred to/(from) the Pension Reserve):				
Reversal of items relating to retirement benefits debited or credited to the CI&ES	99,640	0	0	(99,640)
Employer's pensions contributions and direct payments to pensioners payable in the year	(46,503)	0	0	46,503
<b>Financial Instruments</b> (transferred to/(from) the Financial Instruments Adjustment Account):	(46)	0	0	46
<b>Council Tax and Business Rates</b> (transferred to/(from) the Collection Fund Adjustment Account):	5,356	0	0	(5,356)
<b>Holiday Pay</b> (transferred to/(from) the Accumulated Absences Account):	192	0	0	(192)
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to <b>Capital Expenditure</b> (these items are charged to the CAA)				
Charges for depreciation and impairment of non-current assets	80,691	0	0	(80,691)
Revaluation losses on Property Plant and Equipment	4,409	0	0	(4,409)
Revaluation losses on Heritage Assets	0	0	0	0
Movements in the market value of Investment Properties	714	0	0	(714)
Amortisation of intangible assets	2,322	0	0	(2,322)
Capital grants and contributions applied	(54,543)	0	0	54,543
Capital Receipts applied	0	0	0	0
Revenue expenditure funded from capital under statute (net of Grants and Contributions)	29,337	0	0	(29,337)
Amounts of Non Current Assets written off on disposal or sale as part of the gain/loss on disposal to the CI&ES	30,900	0	0	(30,900)
<b>Total Adjustments to Revenue Resources</b>	<b>152,469</b>	<b>0</b>	<b>0</b>	<b>(152,469)</b>
<b>Adjustments between Revenue and Capital Resources</b>				
Statutory provision for the repayment of debt (transferred to/(from) the CAA):	(18,162)			18,162
Capital expenditure charged against the General Fund (transferred to/(from) the CAA):	(8,312)			8,312
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>(26,474)</b>	<b>0</b>	<b>0</b>	<b>26,474</b>
<b>Adjustments to Capital Resources</b>				
Capital grants and contributions unapplied credited to the CI&ES	(34,854)		34,854	0
Cash payments in relation to deferred capital receipts	(5,905)	5,905	0	0
Application of grants to capital financing transferred to the CAA	0		(22,496)	22,496
<b>Total Adjustments to Capital Resources</b>	<b>(40,759)</b>	<b>5,905</b>	<b>12,358</b>	<b>22,496</b>
<b>Total Adjustments</b>	<b>85,236</b>	<b>5,905</b>	<b>12,358</b>	<b>(103,499)</b>

CI&ES = Comprehensive Income and Expenditure Statement

CAA = Capital Adjustment Account

# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

	2018/19			
	Usable Reserves			Movements in Unusable Reserves £'000
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	
<b>Adjustments to Revenue Resources</b>				
Amount by which income and expenditure included in the CI&ES are different from revenue for the year calculated in accordance with statutory requirements.				
<b>Pension Costs</b> (transferred to/(from) the Pension Reserve):				
Reversal of items relating to retirement benefits debited or credited to the CI&ES	101,648	0	0	(101,648)
Employer's pensions contributions and direct payments to pensioners payable in the year	(44,025)	0	0	44,025
<b>Financial Instruments</b> (transferred to/(from) the Financial Instruments Adjustment Account):				
	1,544	0	0	(1,544)
<b>Council Tax and Business Rates</b> (transferred to/(from) the Collection Fund Adjustment Account):				
	(6,359)	0	0	6,359
<b>Holiday Pay</b> (transferred to/(from) the Accumulated Absences Account):				
	369	0	0	(369)
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to <b>Capital Expenditure</b> (these items are charged to the CAA)				
Charges for depreciation and impairment of non-current assets	81,349	0	0	(81,349)
Revaluation losses on Property Plant and Equipment	4,877	0	0	(4,877)
Revaluation losses on Heritage Assets	(300)	0	0	300
Movements in the market value of Investment Properties	(2,556)	0	0	2,556
Amortisation of intangible assets	2,592	0	0	(2,592)
Capital grants and contributions applied	(65,699)	0	0	65,699
Capital Receipts applied	(3,369)	0	0	3,369
Revenue expenditure funded from capital under statute (net of Grants and Contributions)	8,401	0	0	(8,401)
Amounts of Non Current Assets written off on disposal or sale as part of the gain/loss on disposal to the CI&ES	18,792	0	0	(18,792)
<b>Total Adjustments to Revenue Resources</b>	<b>97,264</b>	<b>0</b>	<b>0</b>	<b>(97,264)</b>
<b>Adjustments between Revenue and Capital Resources</b>				
Statutory provision for the repayment of debt (transferred to/(from) the CAA):	(18,125)	0	0	18,125
Capital expenditure charged against the General Fund (transferred to/(from) the CAA):	(7,541)	0	0	7,541
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>(25,666)</b>	<b>0</b>	<b>0</b>	<b>25,666</b>
<b>Adjustments to Capital Resources</b>				
Capital grants and contributions unapplied credited to the CI&ES	(25,456)	0	25,456	0
Cash payments in relation to deferred capital receipts	0	0	0	0
Application of grants to capital financing transferred to the CAA	0	0	(39,079)	39,079
<b>Total Adjustments to Capital Resources</b>	<b>(25,456)</b>	<b>0</b>	<b>(13,622)</b>	<b>39,079</b>
<b>Total Adjustments</b>	<b>46,142</b>	<b>0</b>	<b>(13,622)</b>	<b>(32,520)</b>

CI&ES = Comprehensive Income and Expenditure Statement

CAA = Capital Adjustment Account

## NOTE 12. USABLE RESERVES

Balance at 31 March 2019		Balance at 31 March 2020
£'000		£'000
83,774	Capital Grants Unapplied	96,132
0	Capital Receipts Reserve	5,905
189,231	Earmarked Reserves	219,329
15,850	General Fund	16,050
<b>288,855</b>	<b>Total</b>	<b>337,416</b>

## NOTE 13. UNUSABLE RESERVES

The following table summarises the Unusable Reserves held by the Council:

Balance at 31 March 2019		Note	Balance at 31 March 2020
£'000			£'000
272,835	Revaluation Reserve	(13a)	254,490
599,496	Capital Adjustment Account	(13b)	576,610
(1,646)	Financial Instruments Adjustment Account	(13c)	(1,600)
280	Financial Instrument Revaluation Reserve	(13d)	254
(1,032,507)	Pension Reserve	(13e)	(856,614)
8,826	Collection Fund Adjustment Account	(13f)	3,470
(5,497)	Accumulated Absences Account	(13g)	(5,689)
<b>(158,213)</b>	<b>Total</b>		<b>(29,079)</b>

### a) 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 that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

2018/19		2019/20
£'000		£'000
<b>284,393</b>	<b>Balance at 1 April</b>	<b>272,835</b>
22,545	Upward revaluation of assets	15,149
(14,314)	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	(11,520)
8,231	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services	3,629
(12,271)	Difference between fair value depreciation and historical cost depreciation	(11,954)
(7,519)	Accumulated gains on assets sold or scrapped	(10,020)
(19,789)	Amount written off to the Capital Adjustment Account	(21,974)
<b>272,835</b>	<b>Balance at 31 March</b>	<b>254,490</b>

## b) Capital Adjustment Account.

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to 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 11 Adjustments between accounting basis and funding under regulations provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

2018/19		2019/20
£'000		£'000
<b>559,049</b>	<b>Balance at 1 April</b>	<b>599,496</b>
	<b><u>Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement (CI&amp;ES):</u></b>	
(81,349)	Charges for depreciation and impairment of non-current assets	(80,691)
(4,877)	Revaluation losses on Property, Plant and Equipment	(4,409)
300	Revaluation losses on Heritage assets	0
(2,592)	Amortisation of intangible assets	(2,322)
(8,401)	Revenue expenditure funded from capital under statute (net of Grants and Contributions)	(29,337)
(18,792)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the CI&ES	(30,900)
19,789	Adjusting amounts written out of the Revaluation Reserve	21,974
<b>(95,921)</b>	<b>Net written out amount of the cost of non-current assets consumed in the year</b>	<b>(125,685)</b>
	<b><u>Capital financing applied in the year:</u></b>	
3,368	Use of Capital Receipts to finance new capital expenditure	0
65,699	Capital grants and contributions credited to the CI&ES that have been applied to capital financing	54,543
39,079	Application of grants to capital financing from the Capital Grants Unapplied Account	22,496
18,125	Statutory provision for the financing of capital investment charged against the General Fund	18,162
7,541	Capital expenditure charged against the General Fund	8,312
<b>133,811</b>		<b>103,513</b>
2,556	Movements in the market value of Investment Properties debited or credited to the CI&ES	(714)
<b>599,496</b>	<b>Balance at 31 March</b>	<b>576,610</b>

## c) Financial Instruments & Financial Assets Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions. The Council uses the Account to manage premiums paid on the early redemption of loans. Premiums are debited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund Balance to the Account in the Movement in Reserves Statement.

Over time, the expense is posted back to the General Fund Balance in accordance with statutory arrangements for spreading the burden on council tax.

2018/19		2019/20
£'000		£'000
<b>(102)</b>	<b>Balance at 1 April</b>	<b>(1,646)</b>
(1,591)	Premiums incurred in the year and charged to the CI&ES	0
38	Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	38
9	Amount by which finance costs charged to the CI&ES are different from finance costs chargeable in the year in accordance with statutory requirements	9
<b>(1,646)</b>	<b>Balance at 31 March</b>	<b>(1,600)</b>

#### d) Financial Instrument Revaluation Reserve

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

- Revalued downwards or impaired and the gains lost;
- Disposed of and the gains are realised.

2018/19		2019/20
£'000		£'000
<b>257</b>	<b>Balance at 1 April</b>	<b>280</b>
23	Upward revaluation of assets	0
0	Change in treatment of loss allowance	(26)
280		254
<b>280</b>	<b>Balance at 31 March</b>	<b>254</b>

#### e) 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. In the table below, the credit 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.



# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

2018/19		2019/20
£'000		£'000
<b>(882,708)</b>	<b>Balance at 1 April</b>	<b>(1,032,507)</b>
(92,176)	Actuarial gains or losses on pensions assets and liabilities	229,030
(101,648)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CI&ES	(99,640)
44,025	Employer's pensions contributions and direct payments to pensioners payable in the year	46,503
<b>(1,032,507)</b>	<b>Balance at 31 March</b>	<b>(856,614)</b>

## f) Collection Fund Adjustment Account

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

2018/19		2019/20
£'000		£'000
<b>2,467</b>	<b>Balance at 1 April</b>	<b>8,826</b>
6,359	Amount by which council tax income credited to the CI&ES is different from council tax & business rates income calculated for the year in accordance with statutory requirements	(5,356)
<b>8,826</b>	<b>Balance at 31 March</b>	<b>3,470</b>

## g) Accumulated Absences Account

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2018/19		2019/20
£'000		£'000
<b>(5,128)</b>	<b>Balance at 1 April</b>	<b>(5,497)</b>
5,128	Settlement or cancellation of accrual made at the end of the preceding year	5,497
(5,497)	Amounts accrued at the end of the current year	(5,689)
(369)	Amount by which officer remuneration charged to the CI&ES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(192)
<b>(5,497)</b>	<b>Balance at 31 March</b>	<b>(5,689)</b>

# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

## NOTE 14. TRANSFER TO/FROM EARMARKED RESERVES

Balance at 1 April 2018	Additions in Year	Used in Year	Balance at 31 March 2019		* Restated Balance at 1 April 2019	Additions in Year	Used in Year	Balance at 31 March 2020
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
12,827	4,219	(4,024)	13,021	Balances from dedicated schools budget	19,070	787	(5,720)	14,137
(287)	14,680	(14,875)	(481)	Balances for schools under a scheme of delegation	14,108	11,551	(14,988)	10,671
				<b>Other Earmarked Reserves:</b>				
0	3,576	(3,576)	0	Other Services	0			0
44,727	36,834	(44,727)	36,834	Earmarked Reserves - Pre-Council Confirmation	16,196	15,141	(16,196)	15,141
0	500	(433)	67	Adverse Weather	67	0	(67)	0
4,487	750	0	5,237	Insurance	5,237	500	0	5,737
1,103	584	(1,168)	519	Schools Sickness Insurance	519	362	(196)	685
682	4	(213)	473	Health and Wellbeing	473	0	(473)	0
1,880	787	(760)	1,907	Shared Services (Legal & Procurement)	1,907	790	(874)	1,823
5,076	0	(5,076)	0	Financial Volatility - Budget Shortfall	0	0	0	0
26,178	20,004	(588)	45,594	Financial volatility	45,594	13,262	(6,174)	52,682
365	2,500	(569)	2,296	CSSC Transformation including BW Rebuild & Development	2,296	1,100	(11)	3,385
4,400	1,286	(700)	4,986	Energy from Waste Lifecycles	4,986	1,286	(1,235)	5,037
1,000	0	0	1,000	Contract Development	1,000	0	(1,000)	0
1,763	0	(929)	834	Highways Advanced Design	834	0	(834)	0
1,000	0	0	1,000	Environmental Improvement & Sustainability (Environment)	1,000	0	(1,000)	0
4,000	0	0	4,000	Environmental Improvement & Sustainability (Infrastructure)	4,000	0	(4,000)	0
0	1,683	0	1,683	Business Rates Volatility Reserve	1,683	6,152	(1,683)	6,152
0	0	0	0	Development Fund	0	10,182	0	10,182
7,719	2,144	(2,967)	6,896	Other Service Earmarked Reserves	6,891	1,964	(3,705)	5,150

# NOTES SUPPORTING THE MOVEMENT IN RESERVES STATEMENT

Balance at 1 April 2018	Additions in Year	Used in Year	Balance at 31 March 2019		* Restated Balance at 1 April 2019	Additions in Year	Used in Year	Balance at 31 March 2020
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
				<b>Revenue Grants &amp; Contributions Unapplied Reserves</b>				
7,128	6,470	(7,524)	6,074	Schools	6,074	5,762	(5,964)	5,872
10,577	2,182	(2,825)	9,934	Children Services	9,934	1,053	(2,522)	8,465
36,030	8,870	(3,501)	41,399	Adult Care and Community Wellbeing	41,404	38,255	(37,784)	41,875
3,990	1,178	(497)	4,671	Environment and Economy	4,671	6,237	(880)	10,028
1,213	88	(80)	1,221	Finance and Public Protection	1,221	22,043	(959)	22,305
62	3	0	65	Chief Executive	65	0	(65)	0
<b>175,921</b>	<b>108,342</b>	<b>(95,032)</b>	<b>189,231</b>	<b>Total</b>	<b>189,231</b>	<b>136,427</b>	<b>(106,329)</b>	<b>219,329</b>

\* Opening balances as at 1 April 2019 were re-stated to separately identify the total reserves held by the Schools.

The note above sets out the amounts set aside from the General Fund into Earmarked Reserves to provide financing for future expenditure plans and the amounts posted back from Earmarked Reserves to meet General Fund expenditure in 2019-20.

The **balance held by schools under the scheme of delegation**, represents the net under spending of school budget shares in 2019-20. It is earmarked for use by those schools as required by the Lincolnshire County Council Scheme for financing Schools approved by the Secretary of State for Education.

The **Other Services Reserve** represents net under and overspendings in 2019-20 on services other than schools (i.e. Children's Services, Adult Care, Public Health, Communities, and Corporate Services) which will be carried forward for use in 2020-21.

The **Earmarked Reserves – Pre Council Confirmation** balance is not included within the General Reserve as it contains funds earmarked for the specific purposes set out in the report to the July 2020 Executive. The Council is to be asked to confirm these proposals at its 7<sup>th</sup> July 2020 meeting, at which point these funds will be transferred to the relevant earmarked reserve.

The **Adverse Weather Reserve** is used to fund any overspend of the Council's Winter Maintenance budget caused by the weather being particularly severe. This reserve has now been closed and transferred to the Development Fund Reserve.

The reserve for **Insurance** is earmarked for potential future claims under the excess clauses of the Council's external insurance policies. Separate provision is made within Provisions for all claims currently outstanding.

The **Schools Sickness Insurance Reserve** provides reimbursement to schools, who are members of the scheme, when staff are absent from work.

The **Health and Wellbeing Reserve** has been set up with contributions from both Lincolnshire County Council and Lincolnshire Primary Care Trust. It will be used to fund future initiatives which will help to achieve the objectives and aspirations of both parties. This reserve will now be managed under the **Adult Care Reserve**.

The **Adult Care Reserve** has been set up with contributions from both Lincolnshire County Council and grants and contributions to fund initiatives, and one-off funding pressures to ensure Lincolnshire Adult Care can meet its statutory duties.

The **Shared Services Reserve - (Legal Services and Procurement)** represents what amounts these services carried forward from 2019-20. The Legal Services Management Board will agree on what proportion of the surplus should be distributed to the shared service partners in 2020-21. The Procurement Reserve represents Procurement Lincolnshire's underspend at the end of 2019-20. The underspend relates to both Council money and partners money. This amount will be carried into 2020-21 for schemes for mutual benefit to all the partners.

The **Financial Volatility** and the **Financial Volatility - Budget Shortfall Reserves** have been established to help the Council deal with the future uncertainties around Local Government funding.

The **CSSC Transformation Including BW Rebuild and Development Reserve** will be used to fund the specialist services required to enable the support service contract to be re-let.

**Energy from Waste Lifecycle** - as the Energy from Waste contract is technically a Service Concession arrangement, it includes an element of cost for periodic lifecycle replacement of the assets used to provide the service.

The **Contract Development Reserve** provides the Council with the flexibility to develop and manage contract processes going forwards. This reserve has now been closed and transferred to the **CSSC Transformation Reserve**.

**Highways Advanced Design** - to invest in feasibility work which will keep the development of Lincolnshire's road network a priority and facilitate economic growth projects. This reserve has now been closed and transferred to the **Development Fund Reserve**.

The **Environmental Improvement and Sustainability Reserve** allows the Council to fund and contribute to a number of environmental and highways schemes across the County for the life of the current Council. This reserve has now been closed and transferred to the **Development Fund Reserve**.

The **Business Rates Volatility Reserve** will hold the 2019-2020 surplus on the business rates collection fund and will be used to offset any collection fund deficit arising in future years.

The **Development Fund Reserve** was created following review of the various reserves held and this will be used to fund one-off costs required for developing new initiatives, investing to save future costs, dealing with backlog work and transforming the way we work in the future.

The **Other Service Earmarked Reserves** represents numerous reserves held by service areas of specific purposes.

The **Revenue Grants and Contributions Unapplied Reserves** are used where the Council has received funding but the expenditure has not yet taken place. The funding will be used for the schemes that it was awarded for in future accounting periods.

# NOTES SUPPORTING THE BALANCE SHEET

## NOTE 15. PROPERTY, PLANT AND EQUIPMENT

### a) Movement on Non-Current Assets

Movement in Property, Plant & Equipment As at 31 March 2020	Land & Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infra- structure £'000	Surplus Assets £'000	Assets Under Construction £'000	Total £'000	PFI Assets Included in Property, Plant & Equipment £'000
<b>Cost or Valuation</b>							
At 1 April 2019	590,775	102,823	943,782	10,824	93,938	<b>1,742,142</b>	14,728
Additions	8,272	7,740	51,088	0	66,047	<b>133,146</b>	70
Revaluation Increase to RR	7,792	(1,576)	0	1,182	0	<b>7,398</b>	164
Revaluation Decrease to RR	(6,666)	0	0	(2,396)	0	<b>(9,062)</b>	(236)
Revaluation Increase/(Decrease) to SDPS	(5,982)	(1,798)	0	(271)	0	<b>(8,051)</b>	(30)
Derecognition - Disposals	(28,671)	(4,991)	(14,603)	(676)	0	<b>(48,941)</b>	0
Derecognition to RR	(426)	0	0	0	0	<b>(426)</b>	0
Derecognition to SDPS	(990)	0	0	0	0	<b>(990)</b>	0
Reclassified to/from Heritage Property	0	0	0	0	0	<b>0</b>	0
Reclassified to/from Held for Sale	0	0	0	(575)	0	<b>(575)</b>	0
Reclassifications - Other	18,467	345	0	2,024	(20,836)	<b>0</b>	0
<b>At 31 March 2020</b>	<b>582,568</b>	<b>102,543</b>	<b>980,268</b>	<b>10,112</b>	<b>139,149</b>	<b>1,814,639</b>	<b>14,696</b>
<b>Depreciation and Impairment</b>							
At 1 April 2019	<b>(33,731)</b>	<b>(24,403)</b>	<b>(442,605)</b>	<b>(80)</b>	<b>0</b>	<b>(500,819)</b>	<b>(1,001)</b>
Depreciation Charge for 2019/20	(23,206)	(10,791)	(46,659)	(36)	0	<b>(80,692)</b>	(378)
Depreciation written out on upward revaluation	3,957	3,793	0	1	0	<b>7,751</b>	73
Depreciation written out on downward revaluation	1,089	0	0	19	0	<b>1,108</b>	36
Depreciation written out to the SDPS	1,767	1,790	0	85	0	<b>3,642</b>	0
Derecognition - Disposals	2,462	4,641	14,603	0	0	<b>21,706</b>	0
Derecognition to SDPS	93	(1)	0	0	0	<b>92</b>	0
Reclassifications - Other	95	0	0	(95)	0	<b>0</b>	0
<b>At 31 March 2020</b>	<b>(47,474)</b>	<b>(24,970)</b>	<b>(474,661)</b>	<b>(106)</b>	<b>0</b>	<b>(547,211)</b>	<b>(1,269)</b>
<b>Net Book Value at 31 March 2020</b>	<b>535,094</b>	<b>77,573</b>	<b>505,607</b>	<b>10,006</b>	<b>139,148</b>	<b>1,267,428</b>	<b>13,427</b>
Net Book Value at 1 April 2019	557,044	78,420	501,177	10,744	93,938	1,241,323	13,727

RR - Revaluation Reserve      SDPS - Surplus or Deficit on the Provision of Services

# NOTES SUPPORTING THE BALANCE SHEET

Movement in Property, Plant & Equipment As at 31 March 2019	Land & Buildings	Vehicles, Plant, Furniture & Equipment	Infra- structure	Surplus Assets	Assets Under Construction	Total	PFI Assets Included in Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>							
At 1 April 2018	601,162	104,030	887,510	4,238	62,228	1,659,168	14,571
Additions	8,669	8,466	55,109	5	51,372	123,621	82
Revaluation Increase to RR	11,857	(796)	0	0	0	11,061	293
Revaluation Decrease to RR	(15,508)	0	0	0	0	(15,508)	(218)
Revaluation Increase/(Decrease) to SDPS	(6,943)	(1,706)	0	100	0	(8,549)	0
Derecognition - Disposals	(11,688)	(6,928)	(10,522)	(16)	0	(29,154)	0
Derecognition to RR	850	1	0	0	0	851	0
Derecognition to SDPS	(3,438)	(467)	0	0	0	(3,905)	0
Reclassified to/from Heritage Property	(1,850)	0	0	0	0	(1,850)	0
Reclassified to/from Held for Sale	(16)	0	0	6,460	0	6,444	0
Reclassifications - Other	7,680	223	11,685	37	(19,662)	(37)	0
<b>As at 31 March 2019</b>	<b>590,775</b>	<b>102,823</b>	<b>943,782</b>	<b>10,824</b>	<b>93,938</b>	<b>1,742,142</b>	<b>14,728</b>
<b>Depreciation and Impairment</b>							
At 1 April 2018	(20,069)	(26,606)	(406,464)	(49)	0	(453,188)	(643)
Depreciation Charge for 2018/19	(25,046)	(9,614)	(46,663)	(26)	0	(81,349)	(358)
Depreciation written out on upward revaluation	7,384	3,091	0	0	0	10,475	0
Depreciation written out on downward revaluation	1,193	0	0	0	0	1,193	0
Depreciation written out to the SDPS	1,734	1,934	0	0	0	3,668	0
Derecognition - Disposals	895	6,770	10,522	0	0	18,187	0
Derecognition to SDPS	173	22	0	0	0	195	0
Reclassifications - Other	5	0	0	(5)	0	0	0
<b>As at 31 March 2019</b>	<b>(33,731)</b>	<b>(24,403)</b>	<b>(442,605)</b>	<b>(80)</b>	<b>0</b>	<b>(500,819)</b>	<b>(1,001)</b>
Net Book Value as at 31 March 2019	557,044	78,420	501,177	10,744	93,938	1,241,323	13,727
Net Book Value as at 1 April 2018	581,093	77,424	481,046	4,189	62,228	1,205,980	13,928

RR - Revaluation Reserve      SDPS - Surplus or Deficit on the Provision of Services

# NOTES SUPPORTING THE BALANCE SHEET

## b) Capital Commitments

At 31 March 2020, the Council has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2020-21 and future years budgeted to cost £57.242m.

<b>Detail</b>	<b>Gross £'000</b>
Lincoln Eastern Bypass - a major scheme to improve the flow of traffic around Lincoln City Centre	22,300
Grantham Southern Relief Road Phase 2	18,800
Construction of new SEND school, Boston John Fielding	11,210
Temporary Refrigeration Unit RAF Woodhall Spa	2,300
Lincolnshire Broadband Programme	1,700
Azure Data Migration Project	932
	<b>57,242</b>

## c) Valuations

The Council undertakes a five year rolling programme of revaluations to ensure that land and buildings are measured at current value. All valuations are carried out by the Council's appointed Valuers - Kier Services. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Valuations are carried out as at 1 April.

The significant assumptions applied in estimating the current values are:

- Existing Use Value (EUV) has been used where there was sufficient evidence of market transactions for that use (e.g. office accommodation).
- Depreciated Replacement Cost (DRC) has been used where the asset is of a specialised nature, or where there is no evidence of market value or suitably comparable properties (e.g. Schools).

The following table shows a breakdown of carrying amount of Non-current asset values, and the year in which they were last valued within the rolling programme.



# NOTES SUPPORTING THE BALANCE SHEET

Non-Current Assets	Land and Buildings	Surplus Assets	Specialised Equipment
	£'000	£'000	£'000
	Current Value	Fair Value	Current value
Valued at:			
01 April 2015	96,761	372	0
01 April 2016	81,522	180	0
01 April 2017	93,675	1,592	0
01 April 2018	135,327	950	0
01 April 2019	127,811	6,912	58,505
<b>Total Cost of Valuation</b>	<b>535,096</b>	<b>10,006</b>	<b>58,505</b>

Vehicles, Furniture and Equipment, Specialist Equipment, Infrastructure and Community Assets are not subject to revaluation. They are reported at the cost of construction or purchase price. Where this information is not available the assets are carried at a nominal amount (e.g. for some Infrastructure).

Non-Current Assets carried at historic cost	2018/19	2019/20
	£'000	£'000
Vehicles, Plant, Furniture and Equipment	17,478	19,068
Infrastructure	501,177	505,607
Assets Under Construction	93,938	139,148
<b>Total Cost of Valuation</b>	<b>612,593</b>	<b>663,824</b>

## NOTE 16. HERITAGE ASSETS

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

The assets held by the Council which have been classed as Heritage Assets fall into three categories:

### 1) Windmills

The Council is responsible for four windmills: Alford Five Sail Windmill, Burgh le Marsh Windmill, Ellis Mill in Lincoln and Heckington Windmill.

All four windmills are operational, open to the public on a managed basis and usually staffed by volunteers. Each windmill provides value to the cultural heritage of the County, preserving unusual or even unique features such as Heckington Mill, which is the only surviving eight sailed mill in the country.

## 2) Historic Buildings

The Council owns various historic buildings, the most famous of which is Lincoln Castle. The Castle was constructed by William the Conqueror on the site of a pre-existing Roman fortress. The Castle is open to the public and guided tours are available to give an insight into the history of Lincoln and Lincolnshire. Various cultural and entertainment events are also held at the Castle each year.

Also, the 12th century Temple Bruer Preceptory Tower, which was built to house the military order formed to guard the shrines of the Holy Land and protect pilgrims on the road. This site is managed by Heritage Lincolnshire on behalf of the Council.

## 3) Collections

The Council owns and is responsible for more than three million items in its collections (held across libraries, museums and archives). These include physical and digital collections from all periods of Lincolnshire's history.

Many items are unique and of high cultural significance on a national or international scale (for example the Tennyson collection, Bishops Rolls and Registers). Others are of local interest for Lincolnshire.

The County's collections bring a wealth of enjoyment and education to those living in Lincolnshire and beyond. The County is legally obliged to protect significant elements of these collections but, importantly, their management and development ensures that the cultural heritage and life of the County are preserved for future generations and are available to the current generation.

The management and development of the collections is governed by the Council's Policy on Collection Management, which can be found on the Council's website in the Decision details area

<http://lincolnshire.moderngov.co.uk/ieDecisionDetails.aspx?ID=350>.

# NOTES SUPPORTING THE BALANCE SHEET

## a) Reconciliation of the carrying value of Heritage Assets held:

	Windmills	Other Historic Buildings	Collections	Total
	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>				
Balance at 1 April 2019	3,990	23,842	40,000	67,831
Additions - In House construction/Improvement	138	112		250
Revaluations recognised in the Revaluation Reserve (RR)	0	0	(2,916)	(2,916)
Revaluations recognised in the CI&ES	0	0	0	0
Impairment Losses/(reversals) recognised in the RR	(650)	0	0	(650)
Impairment Losses/(reversals) recognised in CI&ES	0	0	0	0
Reclassifications	0	0	0	0
<b>At 31 March 2020</b>	<b>3,478</b>	<b>23,953</b>	<b>37,084</b>	<b>64,515</b>

	Windmills	Other Historic Buildings	Collections	Total
	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>				
Balance at 1 April 2018	2,679	20,507	40,000	63,185
Additions - In House construction/Improvement	23	1,488	0	1,511
Revaluations recognised in the Revaluation Reserve	985	0	0	985
Revaluations recognised in the CI&ES	303	(1)	0	302
Impairment Losses/(reversals) recognised in the RR	0	0	0	0
Impairment Losses/(reversals) recognised in CI&ES	0	(2)	0	(2)
Reclassifications	0	1,850	0	1,850
<b>At 31 March 2019</b>	<b>3,990</b>	<b>23,842</b>	<b>40,000</b>	<b>67,831</b>

## b) Additions to Heritage Assets

There have been additions of £0.11m to Lincoln Castle, £0.08m to Alford Windmill & £0.05m to Burgh Le Marsh Windmill.

## c) Disposals

There have been no material disposals of Heritage Assets during 2019-20.

## d) Impairment

During a storm in February 2020, one of the Heritage Assets, Burgh Le Marsh windmill was damaged to such a degree that an impairment review was required of it. This had led to the windmill reducing in value by £0.65m.

## e) Heritage Assets Five Year Summary of transactions

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Balance at Start of the Year	52,624	66,989	65,101	63,185	67,831
Cost of Acquisitions	27	113	516	1,511	250
Revaluations	14,337	(2,000)	(2,432)	1,287	(2,916)
Impairment	0	0	0	(2)	(650)
Reclassifications	0	0	0	1,850	0
<b>Total at Year End</b>	<b>66,989</b>	<b>65,101</b>	<b>63,185</b>	<b>67,831</b>	<b>64,515</b>

## NOTE 17. INVESTMENT PROPERTIES

Investment Properties are assets held for either capital appreciation or income generation, or both. For these purposes the Council holds the County Farms estates and a small number of other general fund properties. The County Farms estate includes both freehold (owned by the Council) and leasehold (rented by the Council) properties.

### a) Investment Properties Income and Expenditure

	County Farm Estates		Other General Fund Properties	
	2018/19	2019/20	2018/19	2019/20
	£'000	£'000	£'000	£'000
Rental Income from Investment Property	(2,457)	(2,365)	(68)	(83)
Direct Operating Expenses arising from Investment Property	797	670	20	30
<b>Net (Income)/Expenditure</b>	<b>(1,660)</b>	<b>(1,695)</b>	<b>(48)</b>	<b>(53)</b>

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

### b) Movement on Investment Properties

	County Farm Estates		Other General Fund Properties		Total	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April	105,971	106,971	1,690	1,734	107,661	108,705
Additions - Acquisitions (Purchase and Construction)	455	439	9	0	464	439
Disposals	(1,888)	(2,265)	(117)	0	(2,005)	(2,265)
Net Gains/(Losses) from fair value adjustments	2,433	(751)	152	37	2,585	(714)
<b>Balance at 31 March</b>	<b>106,971</b>	<b>104,394</b>	<b>1,734</b>	<b>1,771</b>	<b>108,705</b>	<b>106,165</b>

Nature of asset holding	County Farm Estates		Other General Fund Properties	
	2018/19	2019/20	2018/19	2019/20
Owned	106,893	104,379	1,734	1,771
Leased	78	15	0	0
<b>Balance at 31 March</b>	<b>106,971</b>	<b>104,394</b>	<b>1,734</b>	<b>1,771</b>

### c) Revaluations

The Council revalues investment properties annually to ensure that they are carried at fair value. All valuations are carried out by the Council's appointed Valuers -

Savills (L&P Ltd) for the County Farms Estate and Kier Services for other general fund Investment Properties. Valuations were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Valuations are carried out as at 31 March each year to ensure all Investment Properties are carried at fair value at the Balance Sheet date.

#### d) Valuation Techniques Used to Determine Level 2 Fair Values for Investment Properties

The fair value measurement of the Council's Investment Properties is categorised as Level 2 on the fair value hierarchy. It uses the market value approach for the County Farms and the term and reversion approach for the other properties.

The market value approach takes into account the similar assets in the market, existing lease terms and rentals and market evidence, which comes from numerous sources. If there is more than one value available for the same property on different basis, the highest valuation figure is used.

The term and reversion approach takes into account the existence of an occupational lease, having regard to lease terms and conditions and assessing the Council's Valuer's opinion of the market rental value of the each individual properties, and then capitalising the market rent adopting a suitable yield, which again reflects the market evidence of property investment yields. This approach takes into account market circumstances and comparable market evidence.

## NOTE 18. INTANGIBLE ASSETS

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The Council accounts for its software and licences as intangible assets. The IT systems are accounted for as part of Property, Plant and Equipment, under the heading Vehicles, Plant, Furniture and Equipment. Intangible assets recognised by the Council include both purchased software, licences and internally generated software. The Council has no internally generated software during 2019-20.

# NOTES SUPPORTING THE BALANCE SHEET

## a) Movement on intangible assets

	Software	Software Licenses	Total
	£'000	£'000	£'000
Balance at 1 April 2019			
Gross carrying amount	20,366	2,476	22,842
Accumulated amortisation	(11,204)	(1,230)	(12,434)
<b>Net carrying amount at 1 April 2019</b>	<b>9,162</b>	<b>1,246</b>	<b>10,408</b>
Additions:			
Purchases	41	37	78
Asset classified as held for sale	0	0	0
Other disposals	0	0	0
Amortisation for the period	(2,035)	(287)	(2,322)
Other changes - reclassifications		0	0
<b>Net carrying amount at 31 March 2020</b>	<b>7,168</b>	<b>996</b>	<b>8,164</b>
Comprising:			
Gross carrying amounts	19,882	2,482	22,364
Accumulated amortisation	(12,714)	(1,486)	(14,200)
<b>Balance Sheet amount at 31 March 2020</b>	<b>7,168</b>	<b>996</b>	<b>8,164</b>

The carrying amount of intangible assets is amortised on a straight-line basis. The amortisation of £2.322m (£2.592m in 2018-19) was charged to cost of services in 2019-20.

## b) Significant Capitalised Software

At 31 March 2020, the Council has not capitalised material items of software during 2019-20.

## c) Capital Commitments

As at 31 March 2020, the Council has a contractual commitment for Intangible Assets of £0.932m for the Azure Data Migration Project.

## d) Revaluation

The Council does not revalue its intangible assets; all assets are carried at cost. Annually an impairment review is undertaken to ensure that all intangible assets have an appropriate asset life and carrying value as at 31 March each year.

## NOTE 19. FINANCIAL INSTRUMENTS AND THE NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

### a) Financial Instruments Balances

The following categories of financial instruments are disclosed in the Balance Sheet:

	Long-Term		Current	
	31 March 2019	31 March 2020	31 March 2019	31 March 2020
Financial Liabilities	£'000	£'000	£'000	£'000
<b>Borrowings</b>				
Amortised Cost	452,451	488,156	18,372	18,447
Fair Value through Profit and Loss	0	0	0	0
<b>Total Borrowings</b>	<b>452,451</b>	<b>488,156</b>	<b>18,372</b>	<b>18,447</b>
PFI and Finance Lease Liabilities	10,270	9,471	0	0
<b>Total PFI &amp; Finance Lease Liabilities</b>	<b>10,270</b>	<b>9,471</b>	<b>0</b>	<b>0</b>
<b>Creditors &amp; Other Long Term Liabilities</b>				
Amortised Cost	6,593	2,364	89,535	89,313
<b>Total Creditors</b>	<b>6,593</b>	<b>2,364</b>	<b>89,535</b>	<b>89,313</b>

	Long-Term		Current	
	31 March 2019	31 March 2020	31 March 2019	31 March 2020
Financial Assets	£'000	£'000	£'000	£'000
<b>Investments</b>				
Amortised Cost * (1)	11,935	13,581	241,873	214,169
Fair Value through Other Comprehensive Income - Designated Equity Instruments	294	268	0	0
Fair Value through Profit and Loss	0	0	20,013	63,122
<b>Total Investments</b>	<b>12,229</b>	<b>13,849</b>	<b>261,886</b>	<b>277,291</b>
<b>Debtors</b>				
Amortised Cost	3,296	6,363	0	0
Carried at Contract Amount	0	0	39,731	37,188
<b>Total Debtors</b>	<b>3,296</b>	<b>6,363</b>	<b>39,731</b>	<b>37,188</b>

\*(1) This balance includes a loan made to a third party at less than market rate for service reasons, deemed as a soft loan.

When a soft loan is made, a loss is recorded in the Income & Expenditure Account, charged to the service, for the present value of the interest that will be forgone over the life of the instrument, resulting in a lower amortised cost (£162k) than the outstanding principal (£256k). Interest is credited at a marginally higher effective rate of interest than the rate receivable from the third party, with the difference increasing 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 in the year so this is managed by a transfer to or from the Financial Instruments Adjustment Account.

No collateral or financial guarantees are held by the Council at 31 March 2020 or included in the above figures.

# NOTES SUPPORTING THE BALANCE SHEET

No financial instruments included in the above figures have been reclassified or derecognised during the year and no defaults or breaches have occurred.

## b) Financial Instruments Income, Expense, Gains or Losses

The Council's Financial Liabilities are all valued at amortised cost. There have been no gains or losses on derecognition or impairment losses during the year on the financial liabilities held by the Council.

There have been no other gains or losses on derecognition or impairment losses during the year on financial assets held by the Council.

A loss on revaluation of equity instruments designated at fair value through other comprehensive income of £26k, a reduction in expected credit loss allowance (gain) of £40k and a reduction (loss) in the fair value of debtors from an impairment allowance of £1.229m occurred in 2019-20.

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments, including interest and fees paid and received on financial assets measured at other than fair value through profit and loss, are made up as follows:

	2018/19	2019/20
	£'000	£'000
<b>(Gains) or Losses on:</b>		
Financial Liabilities At Amortised Cost	0	0
Financial Liabilities at Fair Value through Profit and Loss	0	0
Financial Assets at Amortised Cost	(39)	1,189
Financial Assets at Fair Value through Other Comprehensive Income	0	0
Financial Assets Fair Value through Other Comprehensive Income - Designated Equity Instruments	(23)	26
Financial Assets Fair Value through Profit and Loss	0	0
<b>Total Net Gains (-) or Losses</b>	<b>(62)</b>	<b>1,215</b>
<b>Interest Revenue:</b>		
Financial Assets at Amortised Cost	(2,163)	(2,233)
Financial Assets at Fair Value through Other Comprehensive Income	0	0
<b>Total Interest Revenue</b>	<b>(2,163)</b>	<b>(2,233)</b>
<b>Interest Expense:</b>		
Financial Liabilities At Amortised Cost	20,779	19,578
<b>Total Interest Expense</b>	<b>20,779</b>	<b>19,578</b>
<b>Fee Income:</b>		
Financial Assets or Financial Liabilities not at Fair Value through Profit & Loss	0	0
<b>Total Fee Income</b>	<b>0</b>	<b>0</b>
<b>Fee Expense:</b>		
Financial Assets or Financial Liabilities not at Fair Value through Profit & Loss	40	39
<b>Total Fee Expense</b>	<b>40</b>	<b>39</b>

## c) Fair Value Measurement and Disclosure

Financial assets classified as fair value through profit and loss or fair value through other comprehensive income are measured at fair value on a recurring basis and



# NOTES SUPPORTING THE BALANCE SHEET

carried on the Balance Sheet at this fair value. All other financial liabilities and financial assets are classified as amortised cost, including long term debtors and creditors and are carried on the Balance Sheet at amortised cost. The fair values of these instruments are calculated for disclosure purposes within this note.

The Council uses the most appropriate valuation techniques to measure the fair value of its financial liabilities and financial assets, maximising the use of relevant observable inputs and minimising unobservable inputs, using the following techniques:

- Instruments with quoted market prices – the market price;
- Other instruments with fixed and determinable payments – discounted cash flow analysis;
- Unobservable comparators – enterprise approach.

The inputs to the measurement techniques are categorised in accordance with the following level of hierarchy, (Level 1 being the most accurate measure of fair value derived directly by market participants):

- Level 1 - quoted prices (unadjusted) in active markets for identical assets at the Balance Sheet Date.
- Level 2 - comparators other than quoted prices included in Level 1 that are observable for that asset, either directly or indirectly.
- Level 3 - unobservable comparators for the asset.

## Fair Value of Financial Assets Measured at Fair Value Through Profit and Loss - Measured Using Level 1 Inputs - Quoted Price in Active Market

Financial assets held by the Council that fall into this category include Constant Net Asset Value and Low Volatility Net Asset Value Money Market Funds. These funds are pooled investment funds that invest in short-term assets that aim to offer returns in line with money market rates and preserve the value of investments. Units of the fund are bought and sold and dividends paid in accordance with daily yields returned, set at the end of each day. The net asset values of these funds only vary by an insignificant amount due to changing values of the assets in the fund. The price of the fund (fair value) is quoted in an active market and generally equals the carrying amount of the units held. The fair value, including accrued interest, is carried on the Balance Sheet.

Details of these instruments are shown in the table below:

	31 March 2019		31 March 2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
<b>Level 1 - Fair Value Hierarchy Measurement:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Money Market Funds	20,000	20,013	63,105	63,122
<b>Financial Assets Measured at Fair Value through Profit and Loss</b>	<b>20,000</b>	<b>20,013</b>	<b>63,105</b>	<b>63,122</b>

# NOTES SUPPORTING THE BALANCE SHEET

## Fair Value of Financial Assets Measured at Fair Value Through Other Comprehensive Income - Designated Equity Instruments - Measured Using Level 3 Inputs - Enterprise Approach Valuation Technique.

Financial assets held by the Council that fall into this category include small equity shareholdings in a company called Investors in Lincoln (£14,000 shares) and a company called ESPO Trading Ltd (£100 shares), both held for service benefit reasons. Shares in these companies are not traded in an active market and have no observable inputs. The fair values of these instruments are to be carried on the Balance Sheet and hence have been calculated using the enterprise approach (a discounted cash flow technique) as defined in IFRS 13 Fair Value Measurement. The fair value calculation for ESPO Trading Ltd using this approach was found to be immaterial and hence not recognised. No dividends are received on these equity holdings.

Details of these instruments are shown in the table below:

	31 March 2019		31 March 2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
<b>Level 3 - Fair Value Hierarchy Measurement:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Investors in Lincoln	14	294	14	268
ESPO Trading Ltd	0	0	0	0
<b>Financial Assets Measured at Fair Value through Other Comprehensive Income-Designated Equity</b>	<b>14</b>	<b>294</b>	<b>14</b>	<b>268</b>

## Fair Value of Financial Assets and Financial Liabilities Carried at Amortised Cost - Measured Using Level 2 Inputs -Other Significant Observable Inputs.

Except for those financial assets classified as fair value and shown on the Balance Sheet as such, all other financial liabilities and financial assets are classified at amortised cost, including long term debtors and creditors; and are carried on the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments using the following assumptions:

- For loans from the PWLB, equivalent borrowing rates available from the PWLB at 31 March 2020 have been applied to provide the fair value under the PWLB debt redemption procedures.
- For non PWLB loans and long term investments 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 (other than PWLB debt), or is a trade or other payable or receivable, the fair value is taken to be the principal outstanding or the billed amount.
- The fair value of trade and other payables and receivables is taken to be the invoiced or billed amount.

# NOTES SUPPORTING THE BALANCE SHEET

The fair values calculated are as follows:

Financial Liabilities Level 2 - Fair Value Hierarchy Measurement:	31 March 2019		31 March 2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	£'000	£'000	£'000	£'000
PWLB Debt (Long Term > 12 Months)	432,402	570,132	467,942	574,401
Non PWLB Debt (Long Term > 12 Months)	20,049	27,612	20,244	26,642
PWLB Debt (Short Term < 12 Months)	14,521	19,123	14,460	17,742
Non PWLB Debt (Short Term < 12 Months)	0	0	0	0
Long-Term Creditors & Other Long Term Liabilities	6,593	6,593	2,364	2,364
Short-Term Creditors & Other Short Term Liabilities	89,535	89,535	89,313	89,313
<b>Total Financial Liabilities at Amortised Cost</b>	<b>563,100</b>	<b>712,995</b>	<b>594,323</b>	<b>710,462</b>

Where the fair value is less than the carrying amount, this is due to the Council's portfolio of loans including a number of fixed rate loans where the interest rate payable is lower than the rates available for similar loans in the market at the Balance Sheet date. This shows a notional future gain based on economic conditions at the Balance Sheet date arising from a commitment to pay interest to lenders below current market rates.

Where the fair value is more than the carrying amount, the opposite is true, i.e. a number of fixed rate loans held in the Council's portfolio have interest rates payable above current market rates for similar loans. The change in fair value from 31 March 2019 to 31 March 2020 highlights the reduction or increase in market rates over this period.

The fair value of the PWLB Debt shown above is calculated using the PWLB New Borrowing Concessionary rates available at the 31 March 2020. However if the Council were to repay any of this PWLB Debt early at this time, then the PWLB would calculate the Fair Value of this debt using a set of Early Redemption rates. The fair value calculated on this basis would be £0.876k, some £0.284m higher than the market fair value stated above. This represents the penalty charge by the PWLB of redeeming the loans early to cover the additional interest that would no longer be paid if that were the case.

Financial Assets Level 2 - Fair Value Hierarchy Measurement:	31 March 2019		31 March 2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	£'000	£'000	£'000	£'000
Investments (Long Term > 12 Months)	11,935	12,133	13,581	13,868
Investments (Short Term < 12 Months)	241,013	241,013	213,250	213,250
Long-Term Debtors	3,296	3,296	6,363	6,363
Short-Term Debtors	39,731	39,731	37,188	37,188
<b>Total Financial Assets at Amortised Cost</b>	<b>295,975</b>	<b>296,173</b>	<b>270,382</b>	<b>270,669</b>

The fair value is greater than the carrying amount, when the Council's portfolio of long term investments includes a number of fixed rate loans where the interest rate receivable is higher than the estimated rates available for similar loans at the

Balance Sheet date. This guarantee to receive interest above the current market rate increases the amount that the Council would receive if it agreed to early repayment of the loans and hence shows a notional future gain.

Where estimated rates available for similar loans at the Balance Sheet date are higher than the Council's long term investments, the opposite is true.

There has been no change to the valuation technique or the Hierarchy Level of these financial instruments during the year.

## d) Nature and Extent of Risks Arising From Financial Instruments and How the Authority Manages Those Risks

### 1) Key Risks

The Council's activities expose it to a variety of financial risks, the key risks are:

- Credit risk – the possibility that other parties might fail to pay amounts due to the Council;
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments;
- Re-financing risk – the possibility that the Council might be required 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 rate movements.

### 2) Overall Procedures for Managing Risk

The Council's overall risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks. The procedures for risk management are laid down in a legal framework set out in the Local Government Act 2003 and 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 approving annually in advance prudential indicators for the following three years limiting:
  - The Council's overall borrowing;
  - maximum and minimum exposures to the maturity structure of its debt;
  - its management of interest rate exposure;
  - maximum annual exposures to investments maturing beyond one year.
- by approving an investment strategy and a capital strategy for the forthcoming year, setting out its criteria for both investing and selecting investment counterparties in compliance with Government Guidance.

These items are required to be reported and approved at or before the Council's Annual Council Tax setting budget; and are also reported as part of the Council's annual treasury management strategy and investment strategy, which outlines the detailed approach to managing risk in relation to the Council's treasury financial instrument exposure and its capital strategy, which outlines the same for the non-treasury financial instruments the Council makes, such as loans to third parties for service reasons. Actual performance is also reported quarterly to Councillors.

Treasury management policies are implemented by a central treasury management 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 its Treasury Management Practices (TMPs). These TMPs are a requirement of the Code of Practice and are reviewed regularly.

Risk related to non-treasury related investments is managed by setting appropriate Prudential Indicators limiting the amount of investment made to the amount of General Reserve the Council is prepared to lose, given default of a particular loan after an assessment of expected credit loss is made.

### 3) Expected Credit Loss

Calculation of expected credit losses held on all financial assets held at amortised cost is a way of assessing the credit risk for investments held and is a requirement under IFRS 9. Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations.

The Council recognises expected credit losses on either a 12 month, for when risk of default remains low and is not expected to increase, or on a lifetime basis, where risk of default is high or expected to increase significantly. Expected credit loss can be transferred between the two categories over the life of the investment given changes to its risk profile.

Where the counterparty for a financial asset is Central Government or a local authority, for which relevant statutory provision prevent default, then no loss allowance is required or recognised. The Council has set a de minimus limit of £25k, below which the expected credit loss is not recognised.

The Council has a portfolio of different types of loans measured at amortised cost. Where possible losses have been assessed on these loans on a collective basis as the Council does not have reasonable and supportable information that is available without undue cost or effort to support the measurement of expected losses on an individual instrument basis. The Council has grouped the loans into the following groups for assessing loss allowances:

# NOTES SUPPORTING THE BALANCE SHEET

Type of Collective Investment Group	Risk Assessment	Expected Credit Loss Model	Assessment Criteria
<b>Group 1 - Treasury Investments</b> - Loans made to highly credit rated counterparties under the credit analysis followed within the Council's Investment Strategy.	Low Risk	12 Months	Historical Default Table issued by Credit Rating Agencies to determine probability of default per credit rating and length of investment.
<b>Group 2 - Loans to Third Parties for Service Reasons</b> - Credit worthiness not the prime consideration.	High Risk (No Collateral) / Medium Risk (Collateral)	Lifetime	Assessed on Individual basis using external credit ratings, economic conditions, financial position and forecasts and history of default/extended credit terms. *(1)
<b>Group 3 - Loans to Council owned Companies for Service Reasons</b> - Credit worthiness not the prime consideration.	High Risk (No Collateral) / Medium Risk (Collateral)	Lifetime	Assessed on Individual basis using external credit ratings, economic conditions, financial position and forecasts and history of default/extended credit terms.

\*(1) Loans to companies in financial difficulties for service reasons will be deemed fifty percent credit impaired on origination, factored into the amortised cost of the loan, hence no expected credit loss will be needed. The impairment will be charged to the service upon recognition and amortised over the life of the loan to recognise the high risk of default on the loan.

Total expected credit loss on the Councils Financial Assets calculated using the above model and changes during the year are shown in the table below:

Expected Credit Losses By Collective Investment Group	Group 1	Group 2	Group 3	Total
	Treasury Investments 12 Month	Third Party Loans Lifetime	Owned Company Lifetime	
	£'000	£'000	£'000	£'000
<b>Opening Balance at 1 April 2019</b>	33	0	212	245
New Financial Assets Purchased	0	37	167	204
Financial Assets Derecognised	(33)	0	(212)	(245)
Financial Assets Written Off	0	0	0	0
Transfers between models/risk parameters/ impairment	0	0	0	0
<b>Expected Credit Loss Balance at 31 March 2020</b>	<b>0</b>	<b>37</b>	<b>167</b>	<b>204</b>

No change in risk assessment for any investment from 12 Month to Lifetime has been made during the year. No modifications of contractual cash flows have been made during the year which impacts credit losses. No investments have been impaired.

#### 4) Credit Risk Exposure

The Council has the following exposure to credit risk from its Financial Assets:

##### i. Treasury Related Financial Instruments:

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. To minimise this risk, deposits are not made with banks and financial institutions unless they meet the minimum requirements of the Council's investment criteria (based on independent credit rating assessments of institutions and countries, their credit watches and outlooks from credit rating

# NOTES SUPPORTING THE BALANCE SHEET

agencies and their credit default spreads), as outlined in its investment strategy. A summary of the minimum requirements are outlined below:

Minimum Acceptable Long-Term Credit Rating	Bank or Building Society: A Money Market Fund: AAA UK Government: Not Applicable
Minimum Acceptable Sovereign (Country) Credit Rating: (UK excepted)	AA-

The following analysis summarises the Council's treasury investments at the reporting date by the long-term credit rating and resulting probability of default % (using Fitch IBCA's scoring criteria), of the counterparties with whom its investments are made; and hence shows its potential exposure to credit risk at the reporting date.

	Probability of Default %	Amount at 31 March		Amount at 31 March	
		£'000	%	£'000	%
AAA Rated Counterparties	0.040%	20,000	7.38%	63,105	21.90%
AA Rated Counterparties	0.024%	72,550	26.79%	40,000	13.88%
A Rated Counterparties	0.048%	113,477	41.90%	90,000	31.24%
Other Counterparties (*1)	0.000%	64,800	23.93%	95,000	32.97%
<b>Total Treasury Investments</b>		<b>270,827</b>	<b>100%</b>	<b>288,105</b>	<b>100.00%</b>

(\*1) Other Counterparties are predominantly investments with other Local Authorities (UK Government), who are not credit rated in their own right, however represent low credit risk to the Council and are exempt from the Expected Credit Loss requirements.

At the time of making the investment, the financial institutions fully met the Council's minimum investment criteria.

No breaches of the Council's counterparty criteria occurred during the reporting period and the Council has not received nor expects any losses/defaults from the non-performance by any of its counterparties in relation to its investments.

During the reporting period the Council held no collateral as security for its investments.

## ii. Non-Treasury Related Financial Instruments:

Loans made to benefit service related reasons are higher risk because credit worthiness and liquidity is not normally the prime consideration in making the loans.

Risk related to non-treasury related investments is managed by setting an appropriate Prudential Indicator limiting the amount of investment made to the amount of General Reserve the Council is prepared to lose, given the default of a particular loan, after an assessment of the worst case expected credit loss is made. The limit set is 10%.

# NOTES SUPPORTING THE BALANCE SHEET

The Council also has a policy for approval of loans to third parties that requires different level of approval depending on the size of loan required.

The Council's exposure to non-treasury related investments made are shown in the table below:

	Risk Level	Amount at 31 March 2019		Amount at 31 March 2020	
		£'000	%	£'000	%
Transport Connect Ltd - LCC Company	High	682	30.69%	629	32.68%
Lincs Community Foundation- 3rd Party	Medium	270	12.15%	256	13.30%
Loans to Academies - Government 3rd Party	Exempt	1,218	54.82%	1,040	54.03%
Lincs Police Authority - Government 3rd Party	Exempt	52	2.34%	0	0.00%
<b>Total Non-Treasury Related Investments</b>		<b>2,222</b>	<b>100.00%</b>	<b>1,925</b>	<b>100.00%</b>

### iii. Trade Debt:

The Council does not generally allow credit for its customers. However, there is one exception to this where there is an agreed policy in relation to care home fees to allow credit with an attachment over property.

The overdue, but not impaired, amounts of the Council's customers at 31 March 2020 can be analysed by age as follows:

Analysis of Debts by Age	Amount at 31 March 2019		Amount at 31 March 2020	
	£'000	%	£'000	%
Less than 3 months	3,111	37.84%	2,541	26.86%
3 to 6 months	2,239	27.24%	1,750	18.50%
6 months to 1 year	2,280	27.73%	2,476	26.17%
More than 1 year	591	7.19%	2,694	28.47%
<b>Total Outstanding Debt</b>	<b>8,221</b>	<b>100.00%</b>	<b>9,461</b>	<b>100.00%</b>

## 5) Liquidity Risk

The Council has ready access to borrowings from the Money Markets to cover any day-to-day cash flow need. The Public Works Loan Board 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 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 cash flow management procedures required by the Code of Practice.



# NOTES SUPPORTING THE BALANCE SHEET

## 6) Refinancing and Maturity Risk

The Council maintains a significant debt and investment portfolio. Long term risk to the Council relates to managing the exposure to replacing longer term financial instruments (debt and investments) as they mature.

The approved prudential indicator limits for the maturity structure of debt and the limits for investments placed for greater than one year in duration are the key parameters used to address this risk. The Council's approved treasury and investment strategists address the main risks and the central treasury team address the operational risks within the approved parameters. These include:

- 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 that 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 the Council's debt and investments at the reporting date are shown in the table below:

	Approved Maximum Limit	Approved Maximum Limit	31 March 2019	31 March 2020
<b>Debt Outstanding - Financial Liabilities</b>	%	£'000	£'000	£'000
Less than one year	25%	126,651	18,372	18,447
Between one and two years	25%	126,651	14,465	11,209
Between two and five years	50%	235,301	30,069	27,402
Between five and ten years	75%	379,952	60,889	63,874
Between ten and fifteen years	100%	506,602	8,479	19,122
Between fifteen and twenty-five years	100%	506,602	37,000	46,439
Between twenty-five and thirty-five years	100%	506,602	80,971	75,085
Between thirty-five and forty-five years	100%	506,602	175,578	170,024
Maturing in more than forty-five years	100%	506,602	45,000	75,000
<b>Total</b>			<b>470,823</b>	<b>506,602</b>

	Approved Maximum Limit	Approved Maximum Limit	31 March 2019	31 March 2020
<b>Investments Outstanding - Financial Assets</b>	%	£'000	£'000	£'000
Less than one year	100%	291,139	261,887	277,291
Between one and two years	14%	40,000	10,000	12,386
Between two and three years	14%	40,000	603	27
Maturing in more than three years	14%	40,000	1,626	1,435
<b>Total</b>			<b>274,116</b>	<b>291,139</b>

All trade and other payables are due to be paid in less than one year. Trade debtors and creditors are not shown in the table above.

## 7) Market Risk

### i. 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. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates – the interest expense charged to the Surplus or Deficit on Provision of Services Account will rise;
- borrowings at fixed rates – the fair value of the borrowing liability will fall (no impact on revenue balances);
- investments at variable rates – the interest income credited to the Surplus or Deficit on Provision of Services Account will rise; and
- investments at fixed rates – the fair value of the assets will fall. (No impact on revenue balances however the Balance Sheet will be affected for those investments measured at fair value).

Borrowings and Loans measured at amortised cost are not carried at fair value on the Balance Sheet, so nominal gains and losses on fixed rate borrowings or fixed rate amortised loans would not impact on the Surplus or Deficit on 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 Provision of Services and affect the General Fund Balance.

Movements in the fair value of fixed rate investments that have a quoted market price and measured at fair value 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 the Council's prudential indicators and its expected treasury operations, including an expectation of interest rate movements. From this strategy, a prudential indicator is set which provides maximum limits for fixed and variable interest rate exposure. The central treasury team monitor markets 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.

Based on the financial liabilities and assets as at the balance sheet date a one percent point movement in average interest rates would be equivalent to a £2.024m change in the Council's net interest charge in the Comprehensive Income and Expenditure Account. This calculation is based on a full year interest effect at a constant level of borrowing and investments as at the reporting date; a further breakdown is shown in the table below:

# NOTES SUPPORTING THE BALANCE SHEET

	Amount at 31 March 2020 £'000
<b>Financial Impact of the Interest Rate Risk</b>	
Increase in interest payable on variable rate borrowings	0
Increase in interest receivable on variable rate investments	2,024
<b>Impact on Income and Expenditure Account</b>	<b>2,024</b>

The impact on the fair value of the Council's long term fixed borrowings and long term fixed investments from a one percentage point movement in average rates is shown below:

	Fair Value 31 March 2020 £'000	Fair Value at 1% Higher £'000	Fair Value at 1% Lower £'000
County Council	617,811	518,844	751,040
Schools	974	934	1,018
<b>Long Term Fixed Borrowing:</b>	<b>618,785</b>	<b>519,778</b>	<b>752,058</b>
Treasury Investments	12,154	11,994	12,316
Non Treasury Investments	1,714	1,649	1,782
<b>Long Term Fixed Investments:</b>	<b>13,868</b>	<b>13,643</b>	<b>14,098</b>

There is no impact on the Surplus or Deficit on Provision of Services or the Other Comprehensive Income and Expenditure account from the movement in fair value on borrowing and loans & receivables shown above. Fair values have been calculated using the same methodology/ assumptions as outlined on page 74 under "Fair Value of Financial Assets and Financial Liabilities Carried at Amortised Cost".

## ii. Price Risk

The Council, excluding the pension fund, as part of its treasury operations does not generally invest in equity shares or in property/multi asset funds classified as Fair Value through Profit and Loss, and is therefore not exposed to losses arising from movements in the price of shares.

The Council does however have a small equity holding of 14,000 shares (£1 par value) in a company called Investors in Lincoln and 100 shares (£1 par value) in a company called ESPO trading Ltd. Both of these holdings are non-treasury investments held for Service benefit reasons. Whilst these holdings are generally illiquid, the Council is exposed to gains or losses arising from movements in the price of the shares.

As these 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. The shares are not actively traded in an open market and the values of

# NOTES SUPPORTING THE BALANCE SHEET

holdings at year end are calculated using discounted cash flow techniques (enterprise method).

The shares have been designated as Fair Value through Other Comprehensive Income, meaning that all movements in price will impact on gains and losses recognised in the Financial Instrument Revaluation Reserve.

### iii. Foreign Exchange Risk

The Council has no financial assets or liabilities denominated in foreign currencies. It therefore has no exposure to loss arising from movements in exchange rates.

## NOTE 20. DEBTORS

31 March		31 March
£'000	Amounts falling due within one year:	£'000
12,540	Trade Receivables	12,551
9,929	Prepayments	7,046
52,704	Other Receivable Amounts	45,904
<b>75,173</b>	<b>Total Short Term Debtors</b>	<b>65,501</b>

31 March		31 March
£'000	Amounts falling due after one year:	£'000
212	Trade Receivables	2,121
2,798	Prepayments	3,875
287	Other Receivable Amounts	367
<b>3,297</b>	<b>Total Long Term Debtors</b>	<b>6,363</b>

All figures included in the table above are shown net of impairment for doubtful debt.

## NOTE 21. ASSETS HELD FOR SALE

	Current	
	2018/19	2019/20
	£'000	£'000
Balance outstanding at 1 April	9,461	16
<u>Assets newly classified as held for sale:</u>		
- Property, Plant and Equipment	(41)	575
- Intangible Assets	0	0
- Other assets/liabilities in disposal groups	0	0
<u>Assets declassified as held for sale:</u>		
- Property, Plant and Equipment	(6,444)	0
- Intangible Assets	0	0
- Other assets/liabilities in disposal groups	0	0
Assets Sold	(2,960)	(16)
Transfers from non-current to current	0	0
<b>Balance Outstanding at 31 March</b>	<b>16</b>	<b>575</b>

## NOTE 22. CASH AND CASH EQUIVALENTS

*Restated Balance at 31 March 2019		Balance at 31 March 2020
£'000		£'000
919	Cash held by the authority	733
(16,812)	Bank current accounts	(15,308)
0	Short-term deposits with Building Societies	0
<b>(15,893)</b>	<b>Total</b>	<b>(14,575)</b>

## NOTE 23. CREDITORS

31 March 2019		31 March 2020
£'000	Amounts falling due within one year	£'000
(37,817)	Trade Payables	(43,116)
(63,481)	Other Payables	(59,603)
<b>(101,298)</b>	<b>Total Short Term Creditors</b>	<b>(102,719)</b>

31 March 2019		31 March 2020
£'000	Amounts falling due after one year:	£'000
(5,663)	Trade Payables	(2,364)
(930)	Other Payables	0
<b>(6,593)</b>	<b>Total Long Term Creditors</b>	<b>(2,364)</b>

## NOTE 24. PROVISIONS

The below table shows an analysis of short and long term provisions:

	Balance at 1 April 2019	Additional Provisions made in 2019/20	Amounts Used in 2019/20	Unused amounts reversed in 2019/20	Unwinding of discounting in 2019/20	Balance at 31 March 2020
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Short Term Provisions:</b>						
- Insurance Claims	(2,180)	(198)	0	0	0	(2,378)
- Business Rates Appeals	(5,378)	0	3,364	0	0	(2,014)
- Waking Nights Provision	(71)	0	0	71	0	0
- CSC Volume Fees	(660)	0	0	660	0	0
- IT Security Storage	0	(300)	0	0	0	(300)
- Voluntary Overtime Provision	0	(415)	0	0	0	(415)
- Home Care Provision	0	(499)	0	0	0	(499)
	<b>(8,289)</b>	<b>(1,412)</b>	<b>3,364</b>	<b>731</b>	<b>0</b>	<b>(5,606)</b>
<b>Long Term Provisions:</b>						
- Social Services - Section	(307)	0	0	0	0	(307)
- Insurance Claims	(5,174)	0	927	0	290	(3,957)
	<b>(5,481)</b>	<b>0</b>	<b>927</b>	<b>0</b>	<b>290</b>	<b>(4,264)</b>
<b>TOTAL</b>	<b>(13,770)</b>	<b>(1,412)</b>	<b>4,291</b>	<b>731</b>	<b>290</b>	<b>(9,870)</b>

# NOTES SUPPORTING THE BALANCE SHEET

The Council's accounting policy on provisions includes a de-minimis of £250k.

S117 of the Mental Health Act 1983 prescribes that Service Users who have been placed in care under Section 3 of the same act do not have to pay for aftercare services. Where they have been charged for such services they are entitled to reimbursement of the charges, plus interest. This provision was made to pay Service Users who are assessed as falling into this category. In March 2020, a review of the provision was carried out and a decision was to maintain the provision at its current level.

The Insurance provision represents all estimated outstanding claims under the excess clauses of the Council's external insurance policies. Material risks which are met by the Council under current insurance policies are shown below:

Type of Insurance	Met by the Council	
	Each Claim	Maximum for all such claims
	£'000	£'000
Public & employer's liability	500	4,500
School property	150	500
Other property	10	100

The Business Rates Appeal provision has been created because the County Council, under the new funding regime receives 10% of the business rates collected in Lincolnshire. Under this arrangement the County Council is liable for 10% of any provision for business rates appeals.

The Waking Nights provision has been created following an investigation that found that Children's Services has not paid an extra overnight allowance to night carers as part of a past Job evaluation. This provision was set up back in 2007 and it will be no longer required following review this year.

The Contract Volume Fees Provision represents an estimate of outstanding payments due on a number of contractual arrangements where the Council is uncertain or in dispute as to the volume or value of the final payment due. Following review this year, it has been found that this provision is no longer required.

The IT Security Storage Provision represents Dual Running Costs as a result of moving the Council's Data Centre infrastructure into a public Cloud environment.

The Voluntary Overtime Provision represents an estimate of Voluntary Overtime which could be taken into account for the determination of holiday pay.

The Home Care Provision represents an estimate of a proportion of the contract underutilisation.

## NOTE 25. OTHER LONG TERM LIABILITIES

31 March 2019 £'000		31 March 2020 £'000
(10,270)	Outstanding Liabilities on PFI and Finance Leases	(9,471)
(1,032,507)	Net Pension Liability	(856,614)
<b>(1,042,777)</b>		<b>(866,085)</b>

## NOTE 26. PRIVATE FINANCE INITIATIVES (PFI) AND SIMILAR CONTRACTS

### Lincolnshire - Schools PFI Arrangement

#### a) Background

On 27 September 2001 Lincolnshire County Council entered into a 31 year PFI contract with Focus Education (Lincolnshire), for the construction and provision of seven fully serviced school premises across the county. The school sites were completed, and became operational, on a phased basis, as shown in the following table:

Buildings: Description	Occupied from
Sleaford St Botolph's County Primary	Sept 2002
Sleaford Church Lane Primary	Jan 2003
Claypole CE County Primary	Mar 2003
The Fortuna Primary, Lincoln	Sept 2003
Athena School (The Sincil School, Lincoln)	Mar 2006
Greenfields Academy (was The Phoenix School, Grantham)	Sept 2003
Woodlands Academy (was The Lady Jane Franklin School, Spilsby)	Sept 2003

The contractor is required to provide the school facilities to the specified standard (including school buildings and educational equipment). The school must operate within the policies of the Local Education Authority. The school facilities must be available and ready for use as a school during term time and the school day is specified as 8am to 7pm.



# NOTES SUPPORTING THE BALANCE SHEET

The contract specifies minimum standards for the services to be provided by the contractor, with deductions from the fee payable being made if facilities are unavailable or performance is below the minimum standards.

The Council is required to pay compensation to the contractor if the contract is terminated early to cover: the senior debt, any redundancy costs incurred by the provider, and any future profit elements set out in the contractor's financial model.

The contract ends in 2032, at which time the school premises will transfer to the ownership of the Council at no further cost. The contract specifies the physical condition in which the premises must be transferred.

## b) Property, Plant and Equipment Held Under the PFI Contract

The table below shows the fixed assets held by the Council, and the movement in their values during 2018-19. These assets are included in the fixed assets shown in Note 15 Property, Plant and Equipment.

	Land & Buildings		Furniture & Equipment	
	2018/19	2019/20	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Balance at 1 April:</b>	13,918	13,683	10	43
Additions	42	17	40	52
Revaluations	74	7	0	0
Depreciation	(351)	(360)	(7)	(18)
Disposals	0	0	0	0
Reclassifications	0	0	0	0
De-recognition	0	0	0	0
<b>Net Book Value at 31 March</b>	<b>13,683</b>	<b>13,347</b>	<b>43</b>	<b>77</b>

## c. Liabilities Outstanding under the PFI Contract – Finance Lease Element

The following table shows the outstanding liability on the PFI Finance Lease, and the movement during 2019-20:

2018/19		2019/20
£'000	PFI Lease Liability	£'000
10,771	Liability as at 01 April:	10,025
(746)	Principal Repayments	(765)
<b>10,025</b>	<b>Liability as at 31 March</b>	<b>9,260</b>

## d. PFI Contract Liabilities

The following table shows a breakdown of the estimated contract costs over the remaining life of the PFI contract, split into the different elements of the total cost.

# NOTES SUPPORTING THE BALANCE SHEET

	Principal Lease Repayments	Financing Costs (Interest)	Service Charges	Total Estimated Payments
	£'000	£'000	£'000	£'000
Payable in 2020/21	764	642	2,163	3,569
Payable between 2021-22 and 2023-24	2,496	1,567	6,765	10,828
Payable between 2024-25 and 2028-29	4,363	1,476	11,782	17,621
Payable between 2029-30 and 2032-33	1,636	161	6,482	8,279
<b>Total Committed Liabilities as at 31 March 2020</b>	<b>9,259</b>	<b>3,846</b>	<b>27,192</b>	<b>40,297</b>

## e. School Assets

On 1 August 2016, the Lady Jane Franklin School in Spilsby converted to Academy status (now called Woodlands Academy). A lease has been agreed between the Council and the Academy to reflect the effects of conversion. This lease is accounted for in accordance with the Council's Accounting Policies on Leases and Accounting for Schools. The figures shown in Section d include £1.397m of principal lease liability and £0.580m of interest liability that relate to the Lady Jane Franklin School.

On 1 March 2013, the Phoenix School in Grantham converted to Academy status. A lease has been agreed between the Council and the Academy to reflect the effects of conversion. This lease is accounted for in accordance with the Council's Accounting Policies on Leases and Accounting for Schools. The figures shown in Section d include £1.405m of principal lease liability and £0.584m of interest liability that relate to the Phoenix School.

On 11 November 2011, the school buildings belonging to St Botolph's County Primary School in Sleaford (a Voluntary Controlled School) were transferred to the Diocese Trust. This school has been accounted for in accordance with the Council's Accounting Policy of School Assets. The figures shown in Section d include £1.530m of principal lease liability and £0.636m of interest liability that relate to St Botolph's County Primary School.

## NOTE 27. LEASES

### Lincolnshire County Council as Lessee

#### i) Finance Leases

The Council has acquired the following assets under finance leases:

#### Land and Buildings:

- County Farms - the Council holds a small number of holdings under lease which are then sub-let as part of the County Farms estate.
- Other Land and Buildings – the Council has a small number of leases which it has classified as finance leases.

#### Vehicles, Plant, Furniture and Equipment:

- Finance lease payments of £0.004m (£0.004m in 2018-19) were made during the year. £0.001m was charged to the Comprehensive Income and Expenditure Statement as interest payable and £0.004m written down to deferred liabilities.

The following amounts are included within tangible fixed assets Note 15 for the Property, Plant and Equipment held under finance leases:

	Land and Buildings		Vehicles, Plant & Equipment	
	2018/19	2019/20	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Balance at 1 April:</b>	13,467	15,615	16	5
Additions	148	57	0	0
Revaluations	2,506	1,030	0	0
Depreciation	(506)	(585)	(11)	(5)
Reclassifications	0	736	0	0
<b>Net Book Value at 31 March</b>	<b>15,615</b>	<b>16,853</b>	<b>5</b>	<b>0</b>

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.

	2018/19		2019/20	
	Minimum Lease Payments	Finance Lease Liabilities	Minimum Lease Payments	Finance Lease Liabilities
	£'000	£'000	£'000	£'000
<b>Land and Buildings:</b>				
Not later than one year	7	13	7	13
Between one year and not later than five	36	61	36	60
Later than five years	165	280	156	268
<b>Total Committed Liabilities as at 31 March</b>	<b>207</b>	<b>353</b>	<b>199</b>	<b>341</b>

# NOTES SUPPORTING THE BALANCE SHEET

	2018/19		2019/20	
	Minimum Lease Payments	Finance Lease Liabilities	Minimum Lease Payments	Finance Lease Liabilities
	£'000	£'000	£'000	£'000
<b>Vehicles, Plant &amp; Equipment:</b>				
Not later than one year	24	4	4	0
Between one year and not later than five	14	2	7	1
Later than five years	0	0	0	0
<b>Total Committed Liabilities as at 31 March</b>	<b>38</b>	<b>6</b>	<b>11</b>	<b>1</b>

## ii) Operating Leases

The Council has the following assets under operating leases:

### Land and Buildings:

- The Council lease various properties for use in delivering services. The rentals paid during 2019-20 amounted to £1.174m (£1.614m in 2018-19).

### Vehicles, Plant, Furniture and Equipment:

- The Council makes operating lease payments for equipment, contract car hire vehicles and fleet hire. The amount paid under these arrangements was £3.310m in 2019-20 (£3.566m in 2018-19).

As at 31 March 2020, the Council is committed to making payments of £13.202m under operating leases, comprising the following elements:

2018/19		2019/20
£'000		£'000
3,225	Not later than one year	3,011
6,234	Between one year and not later than five years	5,538
5,172	Later than five years	4,653
<b>14,631</b>	<b>Total Committed Liabilities as at 31 March</b>	<b>13,202</b>

## Lincolnshire County Council as Lessor

### i) Finance Leases

The Council has granted a small number of long-term leases for Adult Care properties, a Children's Centre and a Heritage site, which are accounted for as finance leases. Buildings leased at academy sites are also treated as finance leases. There are no significant lease payments and no debtors.

The Council sub-lets County Farm holdings held under finance leases. At 31 March 2020 the minimum payments expected to be received under non-cancellable sub-leases was £11.242m.

The Council does not acquire assets specifically for the purpose of letting under finance leases.

# NOTES SUPPORTING THE BALANCE SHEET

## ii) Operating Leases

The Council acts as lessor (landlord) mainly for the County Farms estate and received income from tenants of £2.362m in 2019-20 (£2.459m in 2018-19). The Council also received rental income from other properties; where the value of the lease is material, the income amounted to £2.478m in 2019-20 (£1.764m in 2018-19).

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

<b>2018/19</b>		<b>2019/20</b>
<b>£'000</b>		<b>£'000</b>
2,789	Not later than one year	3,249
6,410	Between one year and not later than five years	6,492
12,861	Later than five years	12,640
<b>Total future minimum lease payments</b>		
<b>22,060</b>	<b>receivable as at 31 March</b>	<b>22,381</b>

## NOTE 28. PENSION SCHEMES ACCOUNTED FOR AS DEFINED CONTRIBUTION SCHEMES

### Teachers' Pension Scheme

Teachers employed by the Council are members of the Teachers' Pension Scheme (TPS), administered by the Department for Education. The Scheme provides teachers with specified benefits upon their retirement and the Council makes contributions towards the costs based on a percentage of members' pensionable salaries.

The Scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Department for Education uses a notional fund as the basis for calculating the employers' contribution rate paid by Local Authorities. The Council is not able to identify its share of underlying financial position and performance of the Scheme with sufficient reliability for accounting purposes. For the purpose of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2019-20 the Council paid £14.858m to the administrators of the TPS in respect of Employer's pension contributions. The Council contribution rate to the teacher's pension fund changed on the 01/09/2019 from 16.48% to 23.68%. The Council is responsible for all pension payments relating to compensatory added years under the Council's early retirement policy.

This includes payments for associated pension increases and mandatory compensation payments to fund the early release of benefits from the scheme. These unfunded benefits amounted to £4,122m in 2019-20 and have an on-going liability to the Council.

## National Health Service Pension Scheme (NHSPS)

The majority of staff that transferred to the Council from the Health Authority as part of Public Health and Children Services have remained in the National Health Service Pension Scheme (NHSPS).

The Scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Department for Health uses a notional fund as the basis for calculating the employers' contribution rate paid by Local Authorities. The Council is not able to identify its share of underlying financial position and performance of the Scheme with sufficient reliability for accounting purposes. For the purposes of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2019-20 the Council paid £0.929m to the administrators of the NHS Pension Scheme in respect of employer contributions. This was made of £0.854m of employer's contributions to the scheme at a contribution rate of 14.38% together with a lump sum contribution of £0.075m in 2019-20.

## NOTE 29. DEFINED BENEFIT PENSIONS SCHEMES

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### Participation in Pension Schemes

As part of the terms and conditions of employment of its officers, the Council makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments that needs to be disclosed at the time that employees earn their future entitlement.

The Council participates in two post-employment schemes:

## i. Local Government Pension Scheme (LGPS)

The Local Government Pension Scheme is a funded defined benefits final salary scheme. This means that the Council and employees pay contributions into the fund, calculated at a level intended to balance the pension's liabilities with investment assets.

The Council paid employer's contributions of £28,398m (£26.405m in 2018-19) into the Lincolnshire Pension Fund in 2019-20, based on 16.4% of scheme employees' pensionable pay and a lump sum payment of £6,510m (£5.503m in 2018-19).

Under the Council's early retirement policy, additional contributions of £0.364m (£0.582m in 2018-19) were made to the Pension Fund for the pre-funding of early retirements and unfunded benefits in respect of compensatory added years and associated pension increases amounted to £5.859m (£5.957m in 2018-19). Further information can be found on pages 160 to 204 and in the Council's Pension Fund Annual Report which is available on request.

Lincolnshire County Council's pension scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of its Pension Committee. Policy is determined in accordance with the Pension Fund Regulations. The investment managers of the fund are appointed by the committee - See the list in the Pension Fund statements on page 177.

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, and structural changes to the scheme (i.e. large scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge the General Fund the amounts required by statute as described in Note 45 Accounting Policies on page 123.

## ii. Fire-fighters' (Uniformed) Pension Scheme (FPS)

In 2019-20 the Council paid employer's contributions of £5,200m (£5.500m in 2018-19) to the Lincolnshire Fire and Rescue Pension Fund.

There are currently three schemes: the 1992 and 2015 schemes, where the employer contribution rate is 21.7% and the 2006 scheme, where the contribution rate is 12%. A further £1.184m (£2.0m in 2018-19) was paid in respect of ill health retirements and £0.462m (£0.443m in 2018-19) in respect of injury benefits. Further information on the Lincolnshire Fire and Rescue Pension fund can be found on pages 156 to 159.

Transactions Relating to Post-Employment Benefits (IAS 19 Retirement Benefits accounting entries).

We recognise 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 we are required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/ retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement.

The unfunded FPS employer's contributions have been defined by the actuary as benefits expenditure reduced by employee contributions. These are gross contributions and have been adjusted by the MHCLG government grant.

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:



# NOTES SUPPORTING THE BALANCE SHEET

## a. Pension Assets and Liabilities Recognised in the Balance Sheet, Service Costs & Other Comprehensive Income for the Local Government Pension Fund as at 31 March 2020:

2018/19				2019/20		
Assets	Obligations	Net liability/ asset		Assets	Obligations	Net liability/ asset
£'000	£'000	£'000		£'000	£'000	£'000
1,184,226	0	1,184,226	Fair value of employer assets	1,277,203	0	1,277,203
0	(1,729,335)	(1,729,335)	Present value of funded liabilities	0	(1,949,900)	(1,949,900)
0	(97,499)	(97,499)	Present value of unfunded liabilities	0	(97,310)	(97,310)
<b>1,184,226</b>	<b>(1,826,834)</b>	<b>(642,608)</b>	<b>Opening position as at 31 March</b>	<b>1,277,203</b>	<b>(2,047,210)</b>	<b>(770,007)</b>
			<u>Service cost:</u>			
0	(56,096)	(56,096)	Current service cost	0	(68,111)	(68,111)
0	(6,091)	(6,091)	Past service costs (including curtailments)	0	(380)	(380)
<b>0</b>	<b>(62,187)</b>	<b>(62,187)</b>	<b>Total Service Costs</b>	<b>0</b>	<b>(68,491)</b>	<b>(68,491)</b>
			<u>Net Interest:</u>			
31,898	0	31,898	Interest income on planned assets	30,663	0	30,663
0	(49,559)	(49,559)	interest cost on defined benefit obligation	0	(49,512)	(49,512)
0	0	0	Impact on asset ceiling	0	0	0
<b>31,898</b>	<b>(49,559)</b>	<b>(17,661)</b>	<b>Total net Interest</b>	<b>30,663</b>	<b>(49,512)</b>	<b>(18,849)</b>
<b>31,898</b>	<b>(111,746)</b>	<b>(79,848)</b>	<b>Total defined benefit cost recognised in Comprehensive Income &amp; Expenditure Statement</b>	<b>30,663</b>	<b>(118,003)</b>	<b>(87,340)</b>
			<u>Cash flows:</u>			
8,979	(8,979)	0	Plan participants' contributions	9,582	(9,582)	0
32,168	0	32,168	Employer contributions	34,908	0	34,908
5,957	0	5,957	Contributions re unfunded benefits	5,895	0	5,895
(45,188)	45,188	0	Benefits paid	(49,003)	49,003	0
(5,957)	5,957	0	Unfunded benefits paid	(5,895)	5,895	0
(4,041)	42,166	38,125	Total Cash Flows	(4,513)	45,316	40,803
<b>1,212,083</b>	<b>(1,896,414)</b>	<b>(684,331)</b>	<b>Expected closing position</b>	<b>1,303,353</b>	<b>(2,119,897)</b>	<b>(816,544)</b>

# NOTES SUPPORTING THE BALANCE SHEET

			<u>Remeasurements:</u>			
0	0	0	Changes in demographic assumptions	0	67,172	67,172
0	(149,200)	(149,200)	Changes in financial assumptions	0	167,309	167,309
0	(1,596)	(1,596)	Other experience	0	122,031	122,031
65,120	0	65,120	Return on assets excluding amounts included in net interest	(156,582)	0	(156,582)
<b>65,120</b>	<b>(150,796)</b>	<b>(85,676)</b>	<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>(156,582)</b>	<b>356,512</b>	<b>199,930</b>
1,277,203	0	1,277,203	Fair value of employer assets	1,146,771	0	1,146,771
0	(1,949,900)	(1,949,900)	Present value of funded liabilities	0	(1,679,274)	(1,679,274)
0	(97,310)	(97,310)	Present value of unfunded liabilities	0	(84,111)	(84,111)
<b>1,277,203</b>	<b>(2,047,210)</b>	<b>(770,007)</b>	<b>Closing position as at 31 March</b>	<b>1,146,771</b>	<b>(1,763,385)</b>	<b>(616,614)</b>

This liability comprises of approximately £21.477m in respect of LPGS unfunded pensions and £62.634m in respect of Teachers unfunded pensions.

Analysis of the present value of the defined obligation - Local Government Pension Scheme

	Liability Split	
	£000	%
Members	616,457	36.7%
Deferred Members	368,000	21.9%
Pensioners	694,817	41.4%
	<b>1,679,274</b>	<b>100.0%</b>

# NOTES SUPPORTING THE BALANCE SHEET

b) Pension Assets and Liabilities Recognised in the Balance Sheet, Service Costs & Other Comprehensive Income for the Fire-fighters Pension Fund as at 31 March 2020:

2018/19				2019/20		
Assets	Obligations	Net liability/ asset		Assets	Obligations	Net liability/ asset
£'000	£'000	£'000		£'000	£'000	£'000
0	0	0	Fair value of employer assets	0	0	0
0	(224,100)	(224,100)	Present value of funded liabilities	0	(241,200)	(241,200)
0	(16,000)	(16,000)	Present value of unfunded liabilities	0	(21,300)	(21,300)
<b>0</b>	<b>(240,100)</b>	<b>(240,100)</b>	<b>Opening position as at 31 March</b>	<b>0</b>	<b>(262,500)</b>	<b>(262,500)</b>
			<u>Service cost:</u>			
0	(5,900)	(5,900)	Current service cost	0	(6,000)	(6,000)
0	(9,300)	(9,300)	Past service costs (including curtailments)	0	0	0
<b>0</b>	<b>(15,200)</b>	<b>(15,200)</b>	<b>Total Service Costs</b>	<b>0</b>	<b>(6,000)</b>	<b>(6,000)</b>
			<u>Net Interest:</u>			
0	0	0	Interest income on planned assets	0	0	0
0	(6,600)	(6,600)	interest cost on defined benefit obligation	0	(6,300)	(6,300)
<b>0</b>	<b>(6,600)</b>	<b>(6,600)</b>	<b>Total net Interest</b>	<b>0</b>	<b>(6,300)</b>	<b>(6,300)</b>
<b>0</b>	<b>(21,800)</b>	<b>(21,800)</b>	<b>Total defined benefit cost recognised in Comprehensive Income &amp; Expenditure Statement</b>	<b>0</b>	<b>(12,300)</b>	<b>(12,300)</b>
			<u>Cash flows:</u>			
1,400	(1,400)	0	Plan participants' contributions	1,400	(1,400)	0
5,500	0	5,500	Employer contributions	5,200	0	5,200
100	(100)	0	Transfers to/from other authorities	200	(200)	0
(8,900)	0	(8,900)	Contributions in respect of injury benefits	500	0	500
(7,000)	7,000	0	Benefits paid	(6,800)	6,800	0
(400)	400	0	Injury award expenditure	(500)	500	0
(9,300)	5,900	(3,400)	Total Cash Flows	0	5,700	5,700
<b>(9,400)</b>	<b>(255,900)</b>	<b>(265,300)</b>	<b>Expected closing position</b>	<b>0</b>	<b>(269,100)</b>	<b>(269,100)</b>

# NOTES SUPPORTING THE BALANCE SHEET

			<u>Remeasurements:</u>			
0	17,800	<b>17,800</b>	Changes in demographic assumptions	0	8,200	8,200
0	(17,100)	<b>(17,100)</b>	Changes in financial assumptions	0	22,900	22,900
0	(7,200)	<b>(7,200)</b>	Other experience	0	(200)	(200)
<b>0</b>	<b>(6,500)</b>	<b>(6,500)</b>	<b>Total remeasurements recognised in Other Comprehensive Income</b>	<b>0</b>	<b>30,900</b>	<b>30,900</b>
0	0	<b>0</b>	Fair value of employer assets	0	0	0
0	(241,200)	<b>(241,200)</b>	Present value of funded liabilities	0	(220,700)	(220,700)
0	(21,300)	<b>(21,300)</b>	Present value of unfunded liabilities	0	(19,300)	(19,300)
<b>0</b>	<b>(262,500)</b>	<b>(262,500)</b>	<b>Closing position as at 31 March</b>	<b>0</b>	<b>(240,000)</b>	<b>(240,000)</b>

The current service cost shown in the table above includes the cost for both the non-injury benefits and injury benefits. This is split £5.300m for the non-injury benefits and £0.700m for the injury benefits. The interest cost shown in the table above includes the cost for both the non-injury benefits and injury benefits. This is split £5.800m for the non-injury benefits and £0.500m for the injury benefits.

Analysis of the present value of the defined obligation - Fire Fighters Scheme

2018/19				2019/20		
Liability Split		Duration		Liability Split		Duration
£000	%			£000	%	
110,800	45.94%	24.1	104,200	47.21%	24.2	
9,700	4.02%	24.4	8,600	3.90%	24.4	
120,700	50.04%	11.6	107,900	48.89%	11.6	
<b>241,200</b>	<b>100.00%</b>	<b>17.6</b>	<b>220,700</b>	<b>100.0%</b>	<b>18.1</b>	
11,100	52.11%	24.1	10,200	52.85%	24.2	
10,200	47.89%	11.6	9,100	47.15%	11.6	
<b>21,300</b>	<b>100.00%</b>	<b>17.8</b>	<b>19,300</b>	<b>100.0%</b>	<b>18.2</b>	

# NOTES SUPPORTING THE BALANCE SHEET

## c) Pension Fund Assets Comprise

The Local Government Pension schemes comprise the following assets:

Asset Class	Fair value of scheme assets							
	2018/19				2019/20			
	Quoted prices in active markets	Quoted prices not in active markets	Total		Quoted prices in active markets	Quoted prices not in active markets	Total	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Equities Securities								
- Consumer	144,033	0	144,033	11.3%	50,064	0	50,064	4.4%
- Manufacturing	51,994	0	51,994	4.1%	33,610	0	33,610	2.9%
- Energy & Utilities	29,117	0	29,117	2.3%	13,607	0	13,607	1.2%
- Financial	75,770	0	75,770	5.9%	32,107	0	32,107	2.8%
- Health & Care	56,593	0	56,593	4.4%	40,114	0	40,114	3.5%
- Information Technology	86,018	0	86,018	6.7%	78,526	0	78,526	6.8%
- Other	0	0	0	0.0%	11,707	0	11,707	1.0%
<b>Total Equities</b>	<b>443,525</b>	<b>0</b>	<b>443,525</b>	<b>34.7%</b>	<b>259,735</b>	<b>0</b>	<b>259,735</b>	<b>22.6%</b>
<b>Total Bonds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Private Equity</b>	<b>0</b>	<b>13,396</b>	<b>13,396</b>	<b>1.0%</b>	<b>0</b>	<b>9,928</b>	<b>9,928</b>	<b>0.9%</b>
Property								
- UK	97,464	4,672	102,136	8.0%	91,400	4,381	95,781	8.4%
- Global	0	8,029	8,029	0.6%	0	7,530	7,530	0.7%
<b>Total Property</b>	<b>97,464</b>	<b>12,701</b>	<b>110,165</b>	<b>8.6%</b>	<b>91,400</b>	<b>11,911</b>	<b>103,311</b>	<b>9.0%</b>
Investment Funds & Unit Trusts:								
- Equities	352,545	0	352,545	27.6%	359,009	0	359,009	31.3%
- Bonds	153,699	0	153,699	12.0%	214,316	0	214,316	18.7%
- Infrastructure	0	24,121	24,121	1.9%	0	25,593	25,593	2.2%
- Other	0	165,675	165,675	13.0%	0	168,026	168,026	14.7%
<b>Total Investment Funds</b>	<b>506,244</b>	<b>189,796</b>	<b>696,040</b>	<b>54.5%</b>	<b>573,325</b>	<b>193,619</b>	<b>766,944</b>	<b>66.9%</b>
<b>Cash and Cash Equivalents</b>	<b>14,077</b>	<b>0</b>	<b>14,077</b>	<b>1.1%</b>	<b>6,853</b>	<b>0</b>	<b>6,853</b>	<b>0.6%</b>
<b>Total Derivatives</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Total Assets</b>	<b>1,061,310</b>	<b>215,893</b>	<b>1,277,203</b>	<b>100.0%</b>	<b>931,313</b>	<b>215,458</b>	<b>1,146,771</b>	<b>100.0%</b>

# NOTES SUPPORTING THE BALANCE SHEET

All scheme assets have quoted prices in active markets.

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date.

The estimated return on scheme assets in the year was -5.8% (2019-20).

#### d. Basis for estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. Both the Local Government Pension Scheme and Discretionary Benefits liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, estimates for the Council Fund being based on the latest full valuation of the scheme as at 1 April 2019.

The principal assumptions used by the actuary have been:

	Local Government Pension Scheme		Fire-fighters' Pension Scheme	
	2018/19	2019/20	2018/19	2019/20
	%	%	%	%
Price Increases	3.5	2.8	3.5	2.8
Salary Increases	2.9	2.2	3.5	2.8
Pension Increases (CPI)	2.5	1.9	2.5	1.9
Discount Rate	2.4	2.3	2.4	2.3
Equity investments	8.2	-5.8	N/A	N/A
Take up of option to convert annual pension to lump sum prior to 1 April 2008	50	50	N/A	N/A
Take up of option to convert annual pension to lump sum post 1 April 2008	75	75	N/A	N/A

The table below shows the life expectancy of future and current pensioners and is based on the CMI 2018 model assuming the current rate of improvement has peaked and will converge to a long term rate of 1.25% p.a. Life expectancy is based on pensioners of 65 in the LGPS and 60 in the Fire-fighters' scheme.

	Local Government Pension Scheme		Fire-fighters' Pension Scheme	
	Years		Years	
	Male	Female	Male	Female
Current Pensioners	21.4	23.7	25.4	28.5
Future Pensioners (*1)	22.4	25.2	27.5	29.7

(\*1) Figures assume members aged 45 as at the last formal valuation.

# NOTES SUPPORTING THE BALANCE SHEET

## e. Sensitivity Analysis

The sensitivity analyses below have been determined based on reasonable 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 estimation in the sensitivity analysis has followed the accounting policies of the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in a previous period.

Change in assumptions in year ended 31 March 2020	Local Government Pension		Fire Fighters' Pension Scheme	
	Approximate Change to Employer	Approximate monetary Amount	Approximate Change to Employer	Approximate monetary Amount
	%	£000	%	£000
0.5% decrease in Real Discount rate	9.0%	163,344	9.0%	22,544
1 year increase in member life expectancy	4.0%	74,075	3.0%	7,138
0.5% increase in the Salary Increase Rate	1.0%	14,005	1.0%	1,625
0.5% increase in the Pension Increase Rate	8.0%	148,150	8.0%	18,283
1 year increase in member life expectancy on the Current Service	4.0%	2,063	3.0%	138

The Fire Fighters' pension arrangements have no assets to cover its liabilities.

The principle demographic assumption is the longevity assumption for the LGPS (i.e. member life expectancy). For sensitivity purposes, it's estimated that a one year increase in life expectancy would approximately increase the Employer's Defined Benefit obligation by around 3-5%. In practice, the actual cost of a one year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages). There would be a similar increase in the Current Service costs of 3-5%.

### Asset and Liability Matching (ALM) Strategy

The Council's pension committee has agreed to an asset and liability matching strategy (ALM) that matches, to the extent possible, the types of assets invested to the liabilities in the defined benefit obligation. The fund has matched assets to the pensions' obligations by investing long-term fixed interest securities and indexed linked gilt edged investment with maturities that match the benefits payments as they fall due. This is balanced with a need to maintain the liquidity of the fund to ensure that it is able to make current payments. As is required by the pensions and investment regulations, the suitability of various types of investment have been considered, as has the need to diversify investments to reduce risk of being invested in too narrow a range. A large proportion of the assets relate to equities (23% of scheme assets) and Investment Funds (67%). The Pension Fund has increased its investment in Investment Funds by 12% with a consequent reduction of equity

# NOTES SUPPORTING THE BALANCE SHEET

investment of 12%. The scheme also invests in properties (9%) as a part of the diversification of the scheme's investments.

The ALM strategy is monitored annually or more frequently if necessary.

## Impact on the Authority's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant rate as possible. The Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. Funding levels are monitored on an annual basis. The next triennial valuation is due to be implemented on 31 March 2023. 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. The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings scheme to pay pensions and other benefits.

f. Projected defined benefit cost for the period to 31 March 2021.

Local Government Pension Scheme:

	Assets	Obligations	Net (liability) /asset	% of pay
	£000	£000	£000	
Projected Current Service Cost	0	51,579	(51,579)	-34.6%
Past service cost including curtailments	0	0	0	0.0%
Effect of settlements	0	0	0	0.0%
<b>Total Service Cost</b>	<b>0</b>	<b>51,579</b>	<b>(51,579)</b>	<b>-34.6%</b>
Interest income on plan assets	26,358	0	26,358	17.7%
Interest cost on defined benefit obligation	0	40,632	(40,632)	-27.3%
<b>Total Net Interest Cost</b>	<b>26,358</b>	<b>40,632</b>	<b>(14,274)</b>	<b>-9.6%</b>
<b>Total included in Income and Expenditure</b>	<b>26,358</b>	<b>92,211</b>	<b>(65,853)</b>	<b>-44.2%</b>

The weighted average duration of the defined benefit obligation for scheme members is 17.2 years in 2019-20. The Council expects to pay £37.504m in contributions to the LGPS in 2020-21.



# NOTES SUPPORTING THE BALANCE SHEET

## Fire Fighters Pension Scheme:

	Assets	Obligations	Net (liability) /asset	% of pay
	£000	£000	£000	
Projected Current Service Cost	0	4,500	(4,500)	-41.3%
Past service cost including curtailments	0	0	0	0.0%
Effect of settlements	0	0	0	0.0%
Total Service Cost	0	4,500	(4,500)	-41.3%
Interest income on plan assets	0	0	0	0.0%
Interest cost on defined benefit obligation	0	5,500	(5,500)	-50.4%
Total Net Interest Cost	0	5,500	(5,500)	-50.4%
<b>Total included in Income and Expenditure</b>	<b>0</b>	<b>10,000</b>	<b>(10,000)</b>	<b>-91.7%</b>

The weighted average duration of the defined benefit obligation for scheme members is 18.1 years in 2019-20.

## NOTE 30. OPERATING ACTIVITIES

The cash flow operating activities include the following items:

2018/19		2019/20
£'000		£'000
(1,687)	Interest received	(2,980)
21,001	Interest paid	19,972
0	Dividends received	(2)

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

2018/19		2019/20
£'000		£'000
(81,349)	Depreciation	(80,692)
(8,247)	Impairment and downward valuations	(8,051)
(2,592)	Amortisation	(2,322)
(67)	Increase/(decrease) in impairment for bad debts	0
(19,685)	Increase/decrease in Creditors	8,218
2,376	Increase/decrease in Debtors	(4,398)
290	Increase/decrease in Inventories	(224)
(57,623)	Movement in Pension Liability	(53,137)
(13,971)	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	(24,567)
(3,150)	Other non-cash items charged to the Net Surplus or Deficit on the Provision of Services	847
<b>(184,018)</b>	<b>Net surplus/(deficit) on Provision of Services for non cash movements</b>	<b>(164,327)</b>

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

2018/19		2019/20
£'000		£'000
91,154	- Capital Grants credited to Surplus or Deficit on the Provision of Services	89,397
3,368	- Proceeds from sale of property, plant and equipment, investment property and intangible assets	0
1,708	- Any other items for which the cash effects are investing or financing cash flows	1,748
<b>96,230</b>	<b>Net surplus/(deficit) on Provision of Services for Investing &amp; Financing activities</b>	<b>91,145</b>

## NOTE 31. INVESTING ACTIVITIES

The cash flow investing activities include the following items:

2018/19		2019/20
£'000		£'000
124,100	Purchase of property, plant and equipment, investment property and intangible assets	128,503
1,100,392	Purchase of short-term and long-term investments	1,088,713
817	Other payments for investing activities	700
(3,368)	Proceeds from sale of property, plant equipment, investment property and intangible assets	0
(1,082,740)	Proceeds from short-term and long-term investments	(1,071,941)
(94,483)	Capital Grants Received (Government)	(90,876)
0	Increase/(decrease) in impairment for bad debts	(728)
(2,526)	Other receipts from investing activities	(2,447)
<b>42,192</b>	<b>Net cash flow from investing activities</b>	<b>51,923</b>

## NOTE 32. FINANCING ACTIVITIES

The cash flow financing activities include the following items:

2018/19		2019/20
£'000		£'000
(115,000)	Cash receipts of short and long-term borrowing	(84,000)
507	Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-Balance-Sheet PFI Contracts	799
110,625	Repayments of short and long-term borrowing	48,220
<b>(3,868)</b>	<b>Net cash flow from Financing activities</b>	<b>(34,981)</b>

## Reconciliation of Liabilities Arising from Financing Activities:

	2017-18	Financing cash flows	Non-cash changes		2018/19
	£'000		Acquisitions	Other non-cash changes	£'000
Long term borrowing	426,923	25,528			452,451
Short term borrowing	39,525	(21,153)			18,372
* Lease liabilities	261	(17)	0	0	244
* On Balance sheet PFI Liabilities	10,516	(490)	0	0	10,026
<b>Total liabilities from financing activities</b>	<b>477,225</b>	<b>3,868</b>	<b>0</b>	<b>0</b>	<b>481,093</b>

	2018/19	Financing cash flows	Non-cash changes		2019/20
	£'000		Acquisitions	Other non-cash changes	£'000
Long term borrowing	452,451	35,705			488,156
Short term borrowing	18,372	75			18,447
* Lease liabilities	244	(34)	0	0	210
* On Balance sheet PFI Liabilities	10,026	(765)	0	0	9,260
<b>Total liabilities from financing activities</b>	<b>481,093</b>	<b>34,981</b>	<b>0</b>	<b>0</b>	<b>516,074</b>

## NOTE 33. ACQUIRED AND DISCONTINUED OPERATIONS

The Council has no Acquired and Discontinued Operations for the financial year 2019-20.

## NOTE 34. POOLED BUDGETS

Under Section 31 of the Health Act 1999 (superseded by Section 75 of the Health Act 2006), Lincolnshire County Council has entered into pooled budget arrangements.

From 1st April 2019 the Better Care Fund (BCF) Section 75 Framework Agreement totals £164m. The Council is the host Authority for the pooled budgets which include: Proactive Care, Specialties including Learning Disabilities, Integrated Community Equipment Service, and Child & Adolescent Mental Health Services; and is responsible for their financial administration. Outside this BCF Section 75 is a stand-alone Section 75 for Sexual Health.

### a) Proactive Care

The Proactive Section 75's primary purpose is to support delivery of prevention and early intervention strategies and to secure the necessary shift from acute to community provision. Performance against the key national targets around Non-Elective Admissions (NEA) and Delayed Transfers of Care (DTC) are crucial areas that the Board is responsible for reviewing.

2018/19		2019/20
£'000		£'000
53,283	Gross Partnership Expenditure	61,155
(53,283)	Gross Partnership Income	(61,155)
<b>0</b>	<b>(Surplus)/Deficit</b>	<b>0</b>
<b>36,772</b>	<b>Contribution from Lincolnshire County Council</b>	<b>43,993</b>

This was split across both Health and Social care expenditure in 2019-20. The funding was supporting post 30 day discharge, 7 day hospital working, neighbourhood team development and other early prevention and intervention strategies in order to assist the shift from acute to community provisions in 2019-20.

The increase in LCC funding came about because of additional Improved Better Care Fund (IBCF) funding in year that was utilised against a number of Proactive Care areas.

## b) Learning Disability

In 2001-02 the Council and Lincolnshire Clinical Commissioning Group's established a pooled budget Partnership Arrangement for the provision of Learning Disability (LD) services. This has now been extended to include LD Carers, Personal Health Budgets and Adult care section 256's.

2018/19		2019/20
£'000		£'000
74,176	Gross Partnership Expenditure	80,461
(73,650)	Gross Partnership Income	(80,237)
<b>526</b>	<b>(Surplus)/Deficit</b>	<b>225</b>
<b>54,987</b>	<b>Contribution from Lincolnshire County Council</b>	<b>59,360</b>

This commissioning strategy aims to ensure that eligible Adults with Learning Disability, Autism and/or Mental Health needs receive appropriate care and support that enables them to feel safe and live independently. Services for Learning Disabilities are administered via a Section 75 agreement between the Council and NHS commissioners in Lincolnshire in addition to a small in-house element that sits outside the Section 75. The Mental Health service is run on behalf of the Council by the Lincolnshire Partnership Foundation Trust, also by way of a Section 75 agreement. Specialist Adult Services finished 2019-20 with an overspend of £0.223m for the year which has been borne by the Lincolnshire County Council as an overspend for the year. The service has seen growth in Supported Living and Direct Payments costs from a combination of high cost discharges from in-patient provision and school/college leavers requiring packages of care. There has also been an increase in residential placement costs this year, and the introduction of the Waking nights new rates. Service user income has increased due to direct payment audit income and the successful conclusion a number of long standing legal dispute in respect out of county placements by other Local Authorities within the County.

## c) Integrated Community Equipment Service (ICES)

From 1st April 2015 the Council entered into a Section 75 agreement with the four Lincolnshire Clinical Commissioning Groups for the provision of an Integrated Community Equipment Service (ICES).

## OTHER NOTES SUPPORTING THE FINANCIAL STATEMENTS

2018/19		2019/20
£'000		£'000
6,450	Gross Partnership Expenditure	6,027
(5,900)	Gross Partnership Income	(6,200)
<b>550 (Surplus)/Deficit</b>		<b>(173)</b>
<b>2,668 Contribution from Lincolnshire County Council</b>		<b>3,068</b>

This is a 45:55 shared responsibility budget between the Council and the Clinical Commissioning Groups and there is a risk share agreement regarding any under or over spends in year.

### d) Child & Adolescent Mental Health Services

In 2012-13 the Council and Lincolnshire CCG's established a pooled budget Partnership Arrangement for the provision of Child & Adolescent Mental Health Service. The size of this pooled budget increased from 2016-17 following variations made which incorporated additional functions into the Section 75 Agreement.

The Children and Adolescent Mental Health Services (CAMHS) is designed to meet a wide range of mental health needs in children and young people. These include mild to moderate emotional well-being and mental health problems, as well as moderate, acute and severe, complex and/or enduring mental health problems or disorders that are causing significant impairments in their lives including: anxiety, depression, trauma, eating disorders and self-harm.

The service also provides a 24 hour, 7 day a week Crisis & Home Treatment Service to provide crisis intervention for young people actively displaying suicidal ideation or following suicide attempts, severe symptoms of depression with suicidal ideation, life threatening harm to self, harm to others as a result of a mental health concern, acute psychotic symptoms or presentation of anorexia with severe physical symptoms.

A CAMHS Professional Advice Line is also available to help with uncertainty of whether to refer, or if help is needed on how to refer.

2018/19		2019/20
£'000		£'000
8,011	Gross Partnership Expenditure	8,175
(8,011)	Gross Partnership Income	(8,175)
<b>0 (Surplus)/Deficit</b>		<b>0</b>
<b>725 Contribution from Lincolnshire County Council</b>		<b>725</b>

The figures within the CAMHS are made up mostly from the Child and Adolescent Mental Health services but now also includes promoting Independence for Children and other services that work towards the delivery of Mental Health issues amongst children and the young. The funding was all fully utilised in 2019-20, which also includes the LCC contribution of £0.725m.

## e) Sexual Health

During 2015-16 the Council jointly procured a new contract with NHS England to provide sexual health treatment and prevention services around the County. The new contract commenced on 1st April 2016 and includes provision for HIV services which are the responsibility of NHS England as well as other treatment and preventative services which remain the responsibility of the Council. Whilst the Council is responsible for the contract, the funding is received from NHS England in respect of the HIV services. As such a Section 75 agreement has been agreed between the Council and NHS England.

2018/19		2019/20
£'000		£'000
5,647	Gross Partnership Expenditure	905
(5,647)	Gross Partnership Income	(905)
<b>0 (Surplus)/Deficit</b>		<b>0</b>
<b>4,080 Contribution from Lincolnshire County Council</b>		<b>0</b>

## NOTE 35. MEMBERS ALLOWANCES

The Council paid the following amounts to Members of the Council during the year:

2018/19		2019/20
£'000		£'000
741	Basic Allowances	760
446	Special Responsibility Allowances	456
1,187		1,217
75	Expenses	72
<b>1,261</b>		<b>1,288</b>



## NOTE 36. OFFICERS' REMUNERATION

### a) Officers' remuneration bandings

The table below shows the total number of staff employed by the Council whose actual remuneration exceeded £50,000 per annum, shown in £5,000 bands.

Remuneration includes gross salary, expenses, monetary value of benefits in kind and termination payments for staff leaving during the year. In addition, the table also identifies the number of staff that left the Council receiving termination payments in the respective year.

The table below excludes all employees who are included within the Senior Officer Remuneration table under section b.

2018/19		Pay Band	2019/20	
Number of Staff			Number of Staff	
Remuneration received (excl Staff receiving redundancy payments)	Staff who received redundancy payments		Remuneration received (excl Staff receiving redundancy payments)	Staff who received redundancy payments
1	-	£190,000- £194,999	-	-
-	-	£185,000- £189,999	-	-
-	-	£180,000- £184,999	-	-
-	-	£175,000- £179,999	-	-
-	-	£170,000- £174,999	-	-
-	-	£165,000- £169,999	-	-
-	-	£160,000- £164,999	-	-
-	-	£155,000- £159,999	-	-
-	-	£150,000- £154,999	-	-
-	-	£145,000- £149,999	-	-
-	-	£140,000- £144,999	-	-
-	-	£135,000- £139,999	-	-
-	-	£130,000- £134,999	1	-
-	-	£125,000- £129,999	1	-
-	-	£120,000- £124,999	-	1
1	-	£115,000- £119,999	-	-
1	-	£110,000- £114,999	1	-
3	-	£105,000- £109,999	1	-
1	-	£100,000- £104,999	5	-
5	-	£95,000- £99,999	3	-
5	-	£90,000- £94,999	10	-
4	-	£85,000- £89,999	5	-
10	-	£80,000- £84,999	9	-
16	-	£75,000- £79,999	19	-
30	-	£70,000- £74,999	31	-
34	1	£65,000- £69,999	40	-
61	2	£60,000- £64,999	59	2
77	1	£55,000- £59,999	105	2
135	0	£50,000- £54,999	153	1
<b>384</b>	<b>4</b>	<b>Total</b>	<b>443</b>	<b>6</b>

# OTHER NOTES SUPPORTING THE FINANCIAL STATEMENTS

A breakdown of the numbers between schools and other services can be found in the following table:

2018/19				Pay Band	2019/20			
Number of Staff					Number of Staff			
Remuneration received (excl those receiving redundancy payments)		Staff who received redundancy payments			Remuneration received (excl those receiving redundancy payments)		Staff who received redundancy payments	
Schools	Other Services	Schools	Other Services	Schools	Other Services	Schools	Other Services	
-	1	-	-	£190,000- £194,999	-	-	-	-
-	-	-	-	£185,000- £189,999	-	-	-	-
-	-	-	-	£180,000- £184,999	-	-	-	-
-	-	-	-	£175,000- £179,999	-	-	-	-
-	-	-	-	£170,000- £174,999	-	-	-	-
-	-	-	-	£165,000- £169,999	-	-	-	-
-	-	-	-	£160,000- £164,999	-	-	-	-
-	-	-	-	£155,000- £159,999	-	-	-	-
-	-	-	-	£150,000- £154,999	-	-	-	-
-	-	-	-	£145,000- £149,999	-	-	-	-
-	-	-	-	£140,000- £144,999	-	-	-	-
-	-	-	-	£135,000- £139,999	-	-	-	-
-	-	-	-	£130,000- £134,999	-	1	-	-
-	-	-	-	£125,000- £129,999	-	1	-	-
-	-	-	-	£120,000- £124,999	-	-	-	1
-	1	-	-	£115,000- £119,999	-	-	-	-
-	1	-	-	£110,000- £114,999	1	-	-	-
1	2	-	-	£105,000- £109,999	-	1	-	-
-	1	-	-	£100,000- £104,999	1	4	-	-
1	4	-	-	£95,000- £99,999	-	3	-	-
1	4	-	-	£90,000- £94,999	3	7	-	-
2	2	-	-	£85,000- £89,999	-	5	-	-
3	7	-	-	£80,000- £84,999	1	8	-	-
7	9	-	-	£75,000- £79,999	11	8	-	-
13	17	-	-	£70,000- £74,999	14	17	-	-
20	14	-	1	£65,000- £69,999	19	21	-	-
31	30	1	1	£60,000- £64,999	28	31	-	2
30	47	-	1	£55,000- £59,999	39	66	1	1
61	74	-	-	£50,000- £54,999	57	96	-	1
<b>170</b>	<b>214</b>	<b>1</b>	<b>3</b>	<b>Total</b>	<b>174</b>	<b>269</b>	<b>1</b>	<b>5</b>

## b) Senior Officers' Remuneration

The Accounts and Audit Regulations (England) 2015 requires Local Authorities to disclose individual remuneration details for senior employees (determined as those who have responsibility for the management of the organisation and who direct or control the major activities of the Council).

Senior Officers with a salary over £150,000	Year	Salary	Employer's Pension Contribution	Any Other Emoluments	Total
		£	£	£	£
<b>Job Title</b>					
<b>Deborah Barnes - Chief Executive (*1)</b>	2019/20	153,816	25,226	0	179,042
	2018/19	135,954	22,296	0	158,250

## OTHER NOTES SUPPORTING THE FINANCIAL STATEMENTS

(\*1) Appointed 1st January 2020. Deborah Barnes also held the position of Executive Director Children's Services and Interim Head of Paid Services during 2018-19 & 2019-20.

Senior Officers with a salary over £50,000 and less than £150,000	Year	Salary	Employer's Pension Contribution	Any Other Emoluments	Total
		£	£	£	£
Executive Director of Adult Social Services	2019/20	131,085	21,498	0	152,583
	2018/19	131,085	21,498	0	152,583
Executive Director of Children's Services & Head of Paid Service (*2)	2019/20	0	0	0	0
	2018/19	0	0	0	0
Executive Director - Finance & Public Protection (*3)	2019/20	35,929	5,920	166	42,015
	2018/19	128,515	21,174	3,439	153,128
Executive Director - Resources (*4)	2019/20	133,707	21,928	0	155,635
	2018/19	0	0	0	0
Executive Director - Commercial (*5)	2019/20	131,107	21,502	0	152,609
	2018/19	0	0	0	0
Executive Director - Place (*6) & Interim Director of Place (*7)	2019/20	133,131	21,833	0	154,964
	2018/19	36,908	6,053	0	42,961
Interim Director of Children's Services (*8)	2019/20	118,120	19,372	0	137,492
	2018/19	19,687	3,229	0	22,916
Interim Director of Education (*9)	2019/20	105,473	21,799	0	127,272
	2018/19	17,568	2,895	0	20,463
Chief Fire Officer (*10) & Assistant Director Fire & Emergency (*11)	2019/20	120,713	44,077	0	164,790
	2018/19	19,635	3,412	0	23,046
Director of Public Health	2019/20	118,320	17,014	0	135,334
	2018/19	116,000	16,681	0	132,681

(\*2) Included in Chief Executive figures

(\*3) Retired July 2019

(\*4) Appointed April 2019. This post replaces the Executive Director - Finance and Public Protection post following a restructure of the service

(\*5) Appointed April 2019

(\*6) Appointed June 2019. This post replaces the Executive Director Environment & Economy as the previous post holder retired September 2018.

(\*7) February 2019 to May 2019

(\*8) Appointed February 2019

(\*9) Appointed February 2019

(\*10) Appointed September 2019

(\*11) February 2019 to August 2019

## NOTE 37. EXIT PACKAGES

The numbers of exit packages with total cost (redundancy, pension strain and other payments) per band and total cost of the compulsory and other redundancies are set out in the table below:

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	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	£	£
							2018/19	2019/20
£0 - £20,000	34	14	39	21	73	35	£512,684	£189,419
£20,001 - £40,000	5	5	3	5	8	10	£230,779	£296,281
£40,001 - £60,000	2	4	1	1	3	5	£159,903	£248,411
£60,001 - £80,000	1	1	1	2	2	3	£129,419	£202,038
£80,001 - £100,000	0	0	0	1	0	1	£0	£87,375
£100,001 - £250,000	2	1	4	2	6	3	£824,079	£419,123
<b>Total</b>	<b>44</b>	<b>25</b>	<b>48</b>	<b>32</b>	<b>92</b>	<b>57</b>	<b>£1,856,864</b>	<b>£1,442,647</b>

Redundancy, pension strain and other payments are presented in this note in the year that payment is made or accrued (at the point in time when an individual employee is committed to leave the Council). Provisions for redundancy, pension strain and other payments are not included within this note as they represent costs which are committed, but where specific individuals have not yet been identified.

Details of the actual costs included within the Council's Income and Expenditure for redundancy, pension strain and other payments are set out below in Note 38 Termination Benefits. The difference between the values reported in this note and those within Termination Benefits arise due to provisions and any variances between year-end accruals and the actual payments made in the next financial year.

## NOTE 38. TERMINATION BENEFITS

As a result of further reductions to local government funding, the Council is undertaking a review and reshaping of services. In 2019-20 the Council has incurred liabilities of £1.497m (£1.803m in 2018-19) in relation to termination benefits.

- £1.133m for redundancy payments (£1.221m in 2018-19); and
- £0.364m for pension strain (£0.582m in 2018-19).

Further information on termination benefits can be found in Note 37 on Exit Packages which details the number of exit packages and total cost over bands and Note 29 on Defined Benefit Pension Schemes which details the effect termination benefits have had on pensions in 2019-20.

## NOTE 39. EXTERNAL AUDIT COSTS

The Council has incurred the following fees in relation to external audit and inspection work:

	2018/19	2019/20
	£'000	£'000
Fees payable to the Appointed Auditor for external audit services	83	83
Fees payable to the Appointed Auditor for other services	16	17
<b>Total</b>	<b>99</b>	<b>100</b>

## NOTE 40. DEDICATED SCHOOLS GRANT

The Council's expenditure on schools is funded primarily by grant monies provided by the Education and Skills Funding agency (ESFA). The Dedicated Schools Grant (DSG) is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget as defined in the School and Early Years Finance (England) Regulations 2019. The Schools Budget includes elements for a range of educational services provided on an authority-wide basis and for the Individual Schools Budget (ISB), which is divided into a budget share for each maintained school.

Details of the deployment of DSG receivable for 2019-20 are as follows:

Schools Budget Funded by Dedicated Schools Grant	Central Expenditure	Individual Schools Budget	Total
	£'000	£'000	£'000
Final DSG for 2019/20 before Academy recoupment			560,580
Academy Figure Recouped for 2019/20			(312,081)
Total DSG after Academy Recoupment for 2019/20			248,499
Plus: Brought Forward from 2018/19			19,473
Less: Carry Forward to 2019/20 agreed in advance			0
Agreed Initial Budgeted Distribution in 2019/20	36,187	231,785	267,972
In Year Adjustments		2,386	2,386
<b>Final Budget Distribution for 2019/20</b>	<b>36,187</b>	<b>234,171</b>	<b>270,358</b>
less: Actual central expenditure	(35,982)	0	(35,982)
less: Actual ISB deployed to schools	0	(220,265)	(220,265)
<b>Total actual expenditure in 2019/20</b>	<b>(35,982)</b>	<b>(220,265)</b>	<b>(256,247)</b>
<b>Local Authority Contribution 2019/20</b>	<b>30</b>	<b>(2)</b>	<b>28</b>
<b>Carry forward to 2020/21</b>	<b>235</b>	<b>13,904</b>	<b>14,139</b>

The Individual Schools Budget includes schools contingency. For the purposes of the deployment of the grant, Individual School Budgets are deemed to be spent once allocated. School balances can be seen elsewhere in the Financial Statements in Note 14 Earmarked Reserves.

## NOTE 41. RELATED PARTIES

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The Council is required to disclose transactions with other bodies or individuals that have the potential to control or influence the Council or be controlled or influenced by it. Disclosure of these transactions allows readers to make an informed assessment on how much the Council might have been restricted to operate independently or how it might have limited the other bodies' or individuals' ability to bargain freely.

### a) Central Government

Central government has effective control over the general operations of the Council. It is responsible for providing the statutory framework within which the Council operates; provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills). Further details of the grants received by the Council are set out in Note 8 Taxation and Non Specific Grant Income and Grant Income.

### b) Councillors and Senior Officers

Members of the Council have direct control over the Council's financial and operating policies. The total members' allowances paid during 2019-20 are shown in Note 35.

The Head of Paid Service and those reporting directly to her may also be able to influence Council policy. Therefore accounting standards require the Council to disclose certain 'related party transactions' between County Councillors, Chief Officers and the Council. This information comes from the statutory registers of interest (maintained for members) and declarations of pecuniary interests (for Officers). Details of all transactions are recorded in the Register of Members' Interest, which are available for public inspection at County Offices on Newland, Lincoln, during normal office hours or also on-line from the Council's website. All Council members and Chief Officers have been written to, advising them of their obligations and asking for any declarations of related party transactions to be disclosed within the Statement of Accounts.

All Councillors have submitted the declaration of interest form this year.

During 2019-20 the following have been declared:

## Councillors

- Twenty eight Councillors' or their immediate families have provided goods/services to the Council to the value of £0.189m. The Council has also received £0.041m in income from these related parties.
- Forty eight Councillors' or their immediate families are associated with Public Bodies which have provided goods/services to the Council to the value of £17.163m. The Council has also received £12.968m in income from these related parties.
- Twenty Councillors are associated with voluntary organisations which have provided goods/services to the Council to the value of nil. The Council has also received £0.061m in income from these related parties.

## Chief Officers

- Three Chief Officers have declared related parties with the Council, none of these related parties have any transactions with the Council during this financial year.

No Councillors or Chief Officers have declared related party transactions for providing services to other entities through the Council.

## c) Other Public Bodies

The Council has entered into Pooled Budget arrangements, which are shown in Note 34 with Lincolnshire Clinical Commissioning Groups for Specialties including Learning Disabilities, Integrated Community Equipment, Proactive Care, and Child & Adolescent Mental Health Service; which are all included within a framework schedule to summarise and share the risk. Outside of this schedule there is also a pooled budget for Sexual Health with NHS England.

The Council is the administrator of the Lincolnshire Pension Fund and has control of the fund within the overall statutory framework. During the financial year £0.231m was recharged from the Council to the pension fund for scheme administration and management. The pension fund earned a total interest of £0.127m on deposits managed within the Council's own cash, which the Council paid over to the pension fund.

The Council makes payments to independent sector nursing homes for both the nursing care element and the personal care element of the accommodation charges. The nursing care element is the financial responsibility of the Clinical Commissioning Groups (CCG's). The Council paid £6.104m (£6.149m in 2018-19) acting as an agent of the CCG's in order to simplify the payment arrangements to the homes. The total amount paid is recovered from the CCG's.

The Council acts as the accountable body for the Greater Lincolnshire Local Enterprise Partnership (GL LEP). The GL LEP is a company limited by guarantee and no financial transactions are made by the GL LEP directly as all transactions are

made through the accountable body. GL LEP does not enter into transactions in its own name, nor record any in GL LEP Company accounting records. The accountable body holds a cash balance/deposits of £3.838m which sits on the Council's Balance Sheet under short term creditors.

### d) Entities Controlled or Significantly Influenced by the Council

The Council controls Transport Connect Ltd through its ownership of the Company which is limited by guarantee. The Council has provided a fixed loan of £378,604 (£603,488 in 2018-19) with an interest rate of 4.75%, and a revolving credit facility of £250,000 (£79,000 in 2018-19) with an interest rate of 4% over Bank of England base rate.

Transport Connect Ltd is a teckal company and as such at least 80% of its turnover has to come from the Council. The turnover for the year ending 31 March 2020 is £3.040m (£2.774m in 2018-19), of which £2.988m (£2.754m in 2018-19) or 98% (99% in 2018-19) came from the Council.

## NOTE 42. CAPITAL EXPENDITURE AND CAPITAL FINANCING

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The table below shows the financing of the £173.376m capital expenditure (including revenue expenditure financed from capital under statute and finance leases), together with the resources that have been used to finance it. The explanation of movement in year shows the change in the underlying need to borrow to finance capital expenditure.

Further information on the 2019-20 expenditure is provided in the Narrative Report, with details of the asset acquired.



2018/19		2019/20
£'000		£'000
<b>554,728</b>	<b>Opening Capital Financing Requirement</b>	<b>556,573</b>
	<u>Capital Investment:</u>	
125,089	Property, Plant and Equipment	133,395
464	Investment Property	439
1,703	Intangible Assets	77
22,814	Revenue Expenditure Funded from Capital Under Statute (REFCUS)	39,465
	<u>Sources of Finance:</u>	
(3,368)	Capital Receipts	0
(104,778)	Government Grants and Contributions	(77,039)
(14,413)	Government Grants and Contributions funding REFCUS	(10,127)
	<u>Sums set aside from Revenue:</u>	
(7,541)	Direct Revenue Contributions	(8,312)
(18,125)	Minimum Revenue Provision	(18,162)
<b>556,573</b>	<b>Closing Capital Financing Requirement</b>	<b>616,308</b>
<b>1,845</b>	<b>Movement in Year:</b>	<b>59,736</b>
	<u>Explanation of movement in year:</u>	
1,803	Increase in underlying need to borrow (unsupported by government financial assistance)	59,736
42	Assets acquired under PFI/PPP contracts	0
<b>1,845</b>	<b>Increase/(Decrease) in Capital Financing Requirement</b>	<b>59,736</b>

## NOTE 43. CONTINGENT LIABILITIES

At 31 March 2020 the Council has the following material contingent liabilities:

### a. Insurance

The Council obtained public and employer's liability insurance cover from the Independent Insurance Company between 1995 and 1998. The company went into liquidation to the extent that it will not be able to meet any current or future liabilities, meaning the Council is effectively not insured for this period. It is expected that only the liabilities for employer's liability remain, due to a significant increase in disease related claims particularly relating to hearing loss. It is expected that most types of public liability claims for this period are likely to have been submitted. There are currently no open claims for either policy across the years where cover was in place. It should be noted that as The Independent Inquiry into Child Sexual Abuse (IICSA)

is still in progress there is a possibility that claims under the Public Liability policy will still be submitted. The position is independently reviewed annually by the insurance reserve actuary to ensure that reserves are sufficient to cover total liability.

Municipal Mutual Insurance Limited (MMI), the Council's insurer for employer's and public liability ceased writing insurance business in September 1992 and entered a Scheme of Arrangement for an expectation of a solvent run off. This did not occur and the Scheme was triggered on 1 January 2014, when the Scheme Administrator announced a Levy on Scheme Creditors of 15% on all claims payments made by MMI since September 1993, less the first £50,000. A further levy of 10% was then applied in April 2016. This results in a requirement of a total of 25% of future claim payments to be self-insured. There had been an expectation that the levy might be increased further but with the accounts in June 2017 there was a slight improving position and accordingly no further levy has yet been announced. Again as part of the annual review by the insurance actuary consideration to the exposure is considered as a part of the reserves recommendation.

From 1st April 2013 there are no longer insurance provisions in place for conditions caused by the exposure to asbestos or the Legionella Bacterium, for employees or the public. However, the Council has stringent policies and procedures in place to minimise the exposure to either of these risks.

The position at the end of the financial year remains unaltered, although the latest statement of accounts for MMI shows a more stable position and accordingly a further increase in the levy for the next 12 months is a low risk.

### b. Extra Contractual Referrals

In Lincolnshire, there are a small number of people with Learning Disabilities who were placed in Health accommodation by other Health Authorities. Due to these establishments closing in recent years, Service Users have been moved into places within the community or in some cases their prior accommodation has become their community provision.

As part of the pooled arrangements with Lincolnshire Health, we have hitherto paid for the care of these individuals and invoiced the other Local Authorities with the cost.

There is one authority who is challenging this process on the basis that the Service User is now deemed as an ordinary resident of the County and as such, funding responsibility lies with the Council. There is on-going involvement with the Department of Health and Legal Services and any liability is likely to be in the range of nil to £0.750m.

## NOTE 44. CONTINGENT ASSETS

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At 31 March 2020 the Council has no material contingent assets.

## NOTE 45. STATEMENT OF ACCOUNTING POLICIES

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### **1. General Principles and Concepts**

The Statement of Accounts summarises the Council's transactions for the financial year 2019-20 and the position at the year-end 31 March 2020. The Statement of Accounts has been prepared in accordance with the Accounts and Audit Regulations 2015.

These regulations require the accounts to be prepared in accordance with proper accounting practice. These practices are set out in the Code of Practice on Local Authority Accounting in the United Kingdom 2019-20 and Service Reporting Code of Practice 2019-20, supported by International Financial Reporting Standards and statutory guidance.

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.

### **2. Changes in Accounting Policies**

Changes in accounting policy may arise through changes to the Code or changes instigated by the Council. For changes brought in through the Code, the Council will disclose the information required by the Code. For other changes we will disclose: the nature of the change; the reasons why; report the changes to the current period and each prior period presented and the amount of the adjustment relating to periods before those presented. If retrospective application is impracticable for a particular prior period, we will disclose the circumstances that led to the existence of that condition and a description of how and from when the change in accounting policy has been applied.

### **3. Prior period adjustments – estimates and errors**

The Code requires prior period adjustments to be made when material omissions or misstatements are identified (by amending opening balances and comparative

amounts for the prior period). Such errors include the effects of mathematical mistakes, mistakes in applying accounting policies, oversights or misinterpretations of facts, and fraud.

The following disclosures will be made:

- the nature of the prior period error;
- for each prior period presented, to the extent practicable, the amount of the correction for each Financial Statement line item affected; and
- the amount of the correction at the beginning of the earliest prior period presented.

Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change. They do not give rise to a prior period adjustment.

#### **4. Non-Current Assets – Property, Plant and Equipment**

Property, Plant and Equipment are assets that have a 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
- expected to be used during more than one period.

#### **Classification**

Property, Plant and Equipment is classified under the following headings in the Council's Balance Sheet:

Operational Assets:

- Land and Buildings;
- Vehicles, Plant, Furniture and Equipment;
- Infrastructure; and
- Community Assets.

Non-Operational Assets:

- Surplus Assets; and
- Assets under Construction.

#### **Initial Recognition**

The cost of an item of Property, Plant and Equipment shall be recognised as an asset if and only if:

- it is probable that future economic benefits associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

These costs include expenditure incurred to acquire or construct an item of Property, Plant and Equipment, costs associated with bringing an asset into use and costs

incurred subsequently to add to, replace part of, or service it as long as the above criteria are met. All costs associated with a capital scheme will be settled on the asset created or enhanced. Initial recognition of Property, Plant and Equipment shall be at cost.

Further details relating to capital expenditure are set out in the Council's Capitalisation Policy.

### De minimis level

The Council has set a de minimis level of £10k for recognising Property, Plant and Equipment. This means that any item or scheme costing more than £10k must be treated as capital if the above criteria are met. This relates to initial recognition and subsequent expenditure on assets.

### De-recognition associated with asset enhancements

When capital expenditure occurs on an existing asset the element of the asset being replaced must be derecognised. Where the original value of the asset being replaced is not known the value of the replacement will be used as a proxy, and indexed back to an original cost; with reference to the asset's remaining life. De-recognition costs will be charged to Other Operating Expenditure in the Comprehensive Income and Expenditure Statement (gain or loss on the disposal of non-current assets).

### Measurement after Recognition – Valuation Approach

The Council values Property, Plant and Equipment using the basis recommended by CIPFA in the Code of Practice and in accordance with the Statements of Asset Valuation Principles and Guidance Notes issued by The Royal Institution of Chartered Surveyors (RICS).

The code requires the following valuation approaches to be adopted:

### Operational Assets

- Land and property assets shall be measured at current value for their service potential, which is determined as the amount that would be paid for the asset in its existing use (EUUV). For assets where there is no market-based evidence of fair value because of the specialist nature of the asset and because the type of asset is rarely sold, a Depreciated Replacement Cost (DRC) approach will be used (such specialised assets include schools);
- Non-property assets (including: vehicles, plant and equipment) shall be measured at current value. These are determined to have short asset lives and historic cost is used as a proxy for current value;

- Land, Property and Equipment associated with the Energy from Waste Plant shall be measured at current value on a Depreciated Replacement Cost (DRC) approach as it is a specialised asset; and
- Infrastructure assets (such as roads and bridges) and community assets are measured at historic cost. NB: where historic cost information is not known for community assets these have been included within the Balance Sheet at a nominal value.

### Non-Operational Assets

- Surplus assets (i.e. assets which the Council no longer operates or are no longer used for service delivery, but are not Investment Properties or meet the definition for held for sale) have their current value measured at fair value which is estimated at the highest and best use from a market participant's perspective. This is the price that would be received to sell an asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date. The Council uses the assumptions that the market participants, i.e. buyers and sellers in the principal or most advantageous market, would use when pricing an asset or liability under current market conditions, including assumption about risk. Therefore, the Council's reasons for holding a surplus asset are not relevant when measuring its fair value;
- Surplus assets are depreciated in line with the operational asset class; and
- Assets under Construction are held at cost. When these assets are operationally complete, they are reclassified into the appropriate asset class and valued under the adopted approach.

### Valuation Programme

Assets are included within the Balance Sheet at current value. The Council's land and property portfolio is revalued on a five year rolling programme. On an annual basis at year-end, all asset values are reviewed to ensure they are not carried at amounts materially different to current value.

### Revaluation Gains and Losses

Movements in asset value arising from revaluation are reflected in the value of these assets held on the Balance Sheet.

If a revaluation increases an asset's carrying amount then this increase will be credited directly to the revaluation reserve to recognise the unrealised gain. In exceptional circumstances, gains might reverse a previous impairment or revaluation decrease charged to the Surplus or Deficit on provision of service.

If a revaluation decreases an asset's carrying amount, the decrease shall be charged initially against any surplus balance in the revaluation reserve in respect of the

individual asset. Any additional decrease is recognised in the relevant service revenue account in the Comprehensive Income and Expenditure Statement.

The revaluation reserve only contains revaluation gains recognised since 1 April 2007, the date of its formal implementation. Any movements on revaluation arising before this date have been consolidated into the Capital Adjustment Account (CAA).

### Depreciation

Depreciation is charged on all Property, Plant and Equipment assets with a finite life and is the systematic allocation of its worth over its useful life. This charge is made in line with the following policy:

- Operational buildings are depreciated over their useful life. For buildings which are held at existing use value a useful life of 40 years has been assumed. Asset lives for buildings held on a depreciated replacement cost basis are reviewed as part of the rolling programme of revaluations and the Valuer estimates the useful life. Depreciation is charged on a straight line basis;
- Infrastructure assets, primarily roads, are depreciated on a straight line basis over their estimated useful lives, currently varying from:
  - 1-3 years for capital pothole filling;
  - 6-12 years for carriageways surfacing and slurry sealing;
  - 20 years for street furniture;
  - 40 years for street lighting, kerbs and drains;
  - 60 years for major road structures;
  - Up to 120 years for bridge structures.
- Furniture and non-specialist equipment is depreciated over a period of 5 years, on a straight line basis;
- Vehicles, plant and specialist equipment (including computing equipment) are depreciated over their estimated useful lives, currently these vary depending on the nature of the asset from 3 years up to 25 years for solar panels. For vehicles purchased after 1 April 2004, the reducing balance method of depreciation is used;
- Land, Property and Equipment associated with the Energy from Waste Plant are depreciated over their estimated useful life. These range from 70 years for Civils (including Building Structures) to 10 years for Instrumentation, Control and Automation assets (ICA); and
- Surplus assets are depreciated in line with the operational asset class.

No depreciation is charged on: Heritage Assets, Investment Properties, Land, Assets Under Construction, and Assets Held for Sale.

Depreciation of an asset begins the year the asset becomes available for use. The charge is for 6 months in the first year, for twelve months thereafter and ceases

when the asset has been derecognised. There is a full year's depreciation in the year of disposal.

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.

## Component Accounting for Property, Plant and Equipment

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. The Council has identified the following significant components within the property portfolio:

- Depreciated Replacement Cost (DRC) assets (including fire stations, schools, libraries and museums where the building is of a specialised nature): land, structures, services, roof and externals;
- Office Accommodation/Admin Buildings: land; structures, services, roof and externals;
- Other market value and existing use value assets (including economic regeneration units): land and buildings; and
- Energy from Waste Plant: Civils, Mechanicals and Instrumentation, Control and Automation (for each significant part of the plant).

## Disposal of Property, Plant and Equipment

An item of Property, Plant and Equipment shall be derecognised on disposal, or when no future economic benefits are expected from its use or disposal.

The gain or loss arising from disposals is shown in the Comprehensive Income and Expenditure Statement, on the Other Operating Expenditure line. Receipts from disposals are credited to the same line in the Comprehensive Income and Expenditure Statement, netted off against the carrying value of the asset at the time of disposal. Any revaluation gains in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts in excess of £10k are categorised as capital receipts and can then only be used for new capital investment or to repay the principal of any amounts borrowed. It is Council policy to utilise these receipts to fund the capital programme in the year they are received or carried forward to be used in future years, subject to the flexibility described in the next paragraph. These receipts are transferred from the General Fund Balance via the Movement in Reserves to be utilised to fund the capital programme or set aside within the capital receipts reserve for future use to reduce the underlying need to borrow. Sale proceeds below £10k are below the de-minimis and are credited to the Comprehensive Income and Expenditure Statement.



Under a Direction issued pursuant to sections 16 and 20 of the Local Government Act 2003 these receipts can also be used to fund revenue expenditure that is designed to generate on-going revenue savings or transform services to reduce costs and is properly incurred for the financial years commencing on 1 April 2016, 2017 and 2018. The Local Government Finance Settlement for 2018-19 announced a continuation of these rules for a further 3 financial years that begin on 1 April 2019, 2020 and 2021. The Council may use this temporary flexibility to fund relevant revenue expenditure.

The written-off value of disposals is not charged 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 through the Movement in Reserves Statement.

### Impairment of Non-Current Assets

If an asset's carrying amount is more than its recoverable amount, the asset is described as impaired. Circumstances that indicate impairment may have occurred include:

- a significant decline in an asset's market value during the period;
- evidence of obsolescence or physical damage of an asset;
- a commitment by the Authority to undertake a significant reorganisation; or
- a significant change in the statutory environment in which the Authority operates.

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.

Impairment losses are initially recognised against any revaluation reserve for that asset up to the balance available. Any remaining loss is charged in the Surplus or Deficit on provision of services. This is then reversed through the Movement in Reserves Statement and charged to the Capital Adjustment Account.

### 5. Intangible Assets

Intangible assets are defined as identifiable non-financial (monetary) assets without physical substance, but are controllable by the Council and expected to provide future economic or service benefits. For the Council the most common classes of intangible assets are computer software and software licences.

a) **Recognition and Measurement.** Intangible assets are recognised when it is more likely that future benefits will flow to the Council and the cost of the asset can be reliably measured. Assets that qualify as intangible assets shall be measured and carried at cost, in the absence of an active market to determine fair value.

The Council has a set a de minimis level of £10k for recognising intangible assets. This means that any item or scheme costing more than £10k would be treated as capital if the above criteria are met.

b) **Subsequent Expenditure.** Costs associated with maintaining intangible assets are recognised as an expense when incurred in the Comprehensive Income and Expenditure Statement.

c) **Amortisation.** The carrying value of intangible assets with a finite life is amortised on a straight line basis over its useful life. Amortisation begins when the asset is available for use. The charge is for 6 months in the first year, for twelve months thereafter and ceases at the date that the asset is derecognised. There is a full year's amortisation in the year of disposal. Amortisation is charged to the relevant service area in the Comprehensive Income and Expenditure Statement. The useful lives for intangible assets are between 3 and 10 years. Useful asset lives are determined by the ICT budget holder and reviewed and updated annually.

d) **Impairment.** On an annual basis the ICT budget holder is asked to consider if any indicators of impairment exist for intangible assets held by the Council.

### **6. Investment Properties**

An Investment Property is defined as a property that is solely held to earn rental income or for capital appreciation or both. 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.

a) **Initial Recognition.** As with Property, Plant and Equipment, initial recognition is at the costs associated with the purchase.

b) **Measurement after Recognition.** Investment Properties will be measured at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, Investment Properties are measured at highest and best use using the current market conditions and recent sales prices and other relevant information for similar assets in the local area.

The fair value of Investment Property held under a lease, is the lease interest in the asset. Investment Properties are subject to annual revaluations.

The fair value measurement of the Council's Investment Properties is categorised as Level 2 on the fair value hierarchy. It uses the market value approach for the County Farms and the term and reversion method for the other properties.

c) **Revaluation Gains and Losses.** A gain or loss arising from a change in the fair value of Investment Property shall be recognised in the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement. These are not permitted by statute to impact on the General Fund Balance. Therefore these gains or losses are reversed out of the General Fund Balance in the Movement on Reserves and posted to the Capital Adjustment Account.

d) **Depreciation** is not charged on Investment Properties.

e) **Disposal of Investment Properties.** Gains or losses arising from the disposal of an Investment Property shall be recognised in the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement. As with revaluation gains or losses, these do not form part of the General Fund Balance and are transferred to fund the capital programme via the Movement in Reserves Statement.

f) **Rental Income.** Rentals received in relation to Investment Properties are credited to the Financing and Investment Income line and results in a gain for the General Fund Balance.

## **7. Heritage Assets**

Heritage Assets are defined as assets that are held by the Council principally for their contribution to knowledge or culture. Heritage assets held by the Council include:

- Historic Buildings including: Lincoln Castle, Temple Bruer and four historic windmills in Lincolnshire; and
- Collections including: Fine Art Collection; the Tennyson Collection; Local Studies and Archive Collections; Lincolnshire Regiment, Militaria and Arms and Armour Collections; and Agriculture Collections.

Heritage assets are recognised and measured (including the treatment of revaluations gains and losses) in accordance with the Council's accounting policy on non-current assets - Property, Plant and Equipment (accounting policy 4, above). However, some of the measurement rules are relaxed in relation to Heritage Assets. Details of this are set out below:

### a) Initial Recognition

- **Collections:** The collections are relatively static, acquisitions and donations rare. Where they do occur acquisitions will be measured at cost and donations will be recognised at a valuation determined in-house.

### b) Measurement after recognition:

- **Historic Buildings** – Windmills will be valued at existing use value by the Council's Valuer. These valuations will be included on the Council's rolling programme and will be valued every 5 years.
- **Historic Buildings** – Lincoln Castle and Temple Bruer will continue to be carried at historic cost. This is the capital expenditure on enhancements recognised since records began as the Council does not consider that a reliable valuation can be obtained for these assets. This is because of the nature of the assets held and the lack of comparable market values.
- **Collections** will be valued based on the insurance valuations held by the Council. Insurance valuations will be reviewed and updated on an annual basis.

c) **Impairment and Disposals** are accounted for in line with the Council's policy on non-current assets – Property, Plant and Equipment (accounting policy for Disposal of Property, Plant and Equipment and Impairment of non-current assets).

d) **Depreciation** is not charged on Heritage Assets.

## **8. Non-Current Assets Held for Sale**

These are assets held by the Council which are planned to be disposed of. They meet the following criteria:

- the asset must be available for immediate sale in its present condition subject to terms that are usual and customary for sales of such assets;
- the sale must be highly probable (with management commitment to sell and active marketing of the asset initiated);
- it must be actively marketed for a sale at a price that is reasonable in relation to its current fair value; and
- the sale should be expected to qualify for recognition as a completed sale within one year.

a) **Measurement.** Non-Current Assets Held for Sale are revalued immediately before reclassification to Held for Sale and then measured at the lower of carrying value and fair value less costs to sell (fair value here is the amount that would be paid for the asset in its highest and best use, e.g. market value).

b) **Depreciation** is not charged on non-current assets held for sale.

c) **Disposal.** Receipts from disposals are recognised in the Surplus or Deficit on provision of services.

Amounts in excess of £10k are categorised as capital receipts and can then only be used for new capital investment or to repay the principal of any amounts borrowed. It is Council policy to utilise these receipts to fund the capital programme in the year they are received or carried forward to be used in future years, however the Council may use the flexibility to apply capital receipts to fund certain types of revenue expenditure as described in policy 4e. These receipts are transferred from the General Fund Balance via the Movement in Reserves to be utilised to fund the capital programme or set aside within the capital receipts reserve for future use to reduce the underlying need to borrow.

## **9. Donated Assets**

Donated assets are non-current assets which are given to the Council at no cost or at below market value. These assets are initially recognised in the Balance Sheet at fair value. The difference between the 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.

a) Where there are conditions associated with the asset which remain outstanding, the asset will be recognised in the Balance Sheet with a corresponding liability in the Donated Assets Accounts.

b) Where there are no conditions or the conditions have been met, the donated asset will be recognised in the Comprehensive Income and Expenditure Statement, and then transferred to the Capital Adjustment Account through the Movement in Reserves Statement.

After initial recognition, donated assets are treated like all other non-current assets held by the Council and are subject to revaluation as part of the Council's rolling programme.

## **10. Charges to Revenue for the use of Non-Current Assets**

Service accounts and central support services are charged with a capital charge for all non-current assets used in the provision of services to record the real cost of holding non-current assets during the year. The total charge covers:

- the annual provision for depreciation, attributed to the assets used by services;
- revaluation and impairment losses on assets used by services where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off; and
- amortisation of intangible assets attributable to services.

The Council is not required to raise Council Tax to cover depreciation, impairment losses or amortisation. However, it is required to make a prudent annual provision from revenue to contribute towards the reduction in its overall borrowing requirement. Depreciation, impairment losses and amortisation are therefore replaced by a minimum revenue provision in the Movement in Reserves Statement, by way of an adjusting transaction with the Capital Adjustment Account for the difference between the two.

## **11. Minimum Revenue Provision**

The Council makes provision for the repayment of debt in accordance with the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. This requires the Council to set a Minimum Revenue Provision (MRP) which it considers to be prudent. The approach adopted by the Council is to use the average life method (the average life of all the Council's assets) in calculating the MRP to be charged to revenue each year.

For pre 2008 debt this is based on a standard asset life of 50 years equating to a 2% flat charge. For 2009-10 debt onwards, asset life of differing categories of assets is estimated and a charge based on an annuity method is used for Major New Road Schemes, where the benefit of these assets are expected to increase in later years. A charge based on Equal Instalments of Principal is used for all other categories of assets. The Council does not charge MRP for Major New Road Schemes until assets have become operational.

## **12. Revenue Expenditure Financed through Capital under Statute**

Expenditure incurred during the year that may be capitalised under statutory provisions, but does not result in the creation of a non-current asset in the Balance Sheet; has been charged as expenditure to the relevant service revenue account in the year.

Statutory provision reverses these charges from the Surplus or Deficit on provision of services by debiting the Capital Adjustment Account and crediting the General Fund Balance via the Movement in Reserves Statement.

## **13. Service Concession Agreements (including Private Finance Initiative (PFI) and similar contracts)**

Service Concession Agreements are agreements to receive services, where the responsibility for making available the Property, Plant and Equipment needed to provide the services passes to the contractor. As the Council is deemed to control the services that are provided under such schemes and as ownership of the assets will pass to the Council at the end of the contract for no additional charge, the Council carries these assets used under the contracts on the Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets is balanced by the recognition of a liability for amounts due to the scheme operator to pay for the assets. Assets recognised on the Balance Sheet are revalued and depreciated in the same way as Property, Plant and Equipment owned by the Council.

The amounts payable to the contractors each year are analysed into five elements:

- fair value of the services received during the year – debited to the relevant service in the Comprehensive Income and Expenditure Statement;
- finance cost – an interest charge of 7.20% on the outstanding Balance Sheet liability, debited to Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement;
- contingent rent – increases in the amount to be paid for the property arising during the contract, debited to Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement;
- payment towards liability – applied to write down the Balance Sheet liability towards the contractor; and
- lifecycle replacement costs – recognised as additions to Property, Plant and Equipment on the Balance Sheet.

The Council has one PFI scheme for the provision of seven separate schools across the County, which is classified as a Service Concession Arrangement.

## **14. Borrowing Costs**

The Council has adopted the accounting policy of expensing borrowing costs of qualifying assets to the Comprehensive Income and Expenditure Statement (disclosed within Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement) in the year in which they are incurred.

This is current practice based on the fact that borrowing undertaken is not attributed to individual schemes making capitalisation of costs complex with marginal benefit.

## **15. Classification of Leases**

Leases are classified as a finance lease or an operating lease depending on the extent to which risks and rewards of ownership of a leased Property, Plant and Equipment lie with the lessor (landlord) or the lessee (tenant).

IAS 17 'Leases' includes indicators for the classification of leases as a finance lease. Within these indicators the Council has set the following criteria: the 'major part' of the asset life is determined to be 75%; and 'substantially all' of the value is determined to be 75%.

- **Finance Lease:** A lease is classified as a finance lease when the lease arrangement transfers substantially all the risks and rewards incidental to ownership of an asset to the lessee.
- **Operating Lease:** All other leases are determined to be operating leases.

Where a lease covers both land and buildings, these elements are considered separately.

This policy on accounting for leased assets also includes contractual arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment.

### **a) Finance Leases**

i) **Lessee – Vehicles, Plant & Equipment** will be recognised on the Balance Sheet at cost and depreciated on a straight line basis over the term of the lease (in line with the Council's capitalisation and depreciation policy for vehicles, plant and equipment).

ii) **Lessee – Property** will be recognised on the Balance Sheet at an amount equal to the fair value of the property, or if lower, the present value of the minimum lease payments, determined at the inception of the lease.

The asset recognised is matched by a liability representing the obligation to pay the lessor. This is reduced as lease payments are made. Minimum lease payments are to be apportioned between the finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and

Expenditure Statement) and the reduction of the deferred liability in the Balance Sheet.

Statutory provision reverses the finance charge, depreciation and any impairment or revaluation from the Comprehensive Income and Expenditure Statement to the Capital Adjustment Account through the Movement in Reserves statement. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements.

iii) **Lessor – Property.** When a finance lease is granted on a property, the relevant assets are written out of the Balance Sheet to gain or loss on disposal of assets in the Other Operating Expenditure line of the Comprehensive Income and Expenditure Statement. A gain is also recognised on the same line in the Comprehensive Income and Expenditure Statement to represent the Council's net investment in the lease. This is matched by a lease asset set up in long term debtors in the Balance Sheet. The lease payments are apportioned between repayment of principal written down against the lease debtor and finance income (credited to the Finance and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Initial direct costs are included in the initial measurement of the debtor and recognised as an expense over the lease term on the same basis as the income.

Rental income from finance leases entered into after 1 April 2010 will be treated as a capital receipt and removed from the General Fund Balance to capital receipts via the Movement in Reserves Statement.

The write 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 via the Movement in Reserves Statement.

### b) Operating Leases

i) **Lessee – Property, Vehicles, Plant & Equipment** will be treated as revenue expenditure in the service revenue accounts in the Comprehensive Income and Expenditure Statement on a straight line basis over the term of the lease.

ii) **Lessor – Property, Vehicles, Plant & Equipment** shall be retained as an asset on the Balance Sheet. Rental income is recognised on a straight line, basis over the lease term, credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

### c) Investment Property Leases (Lessee).

In line with IAS 40 'Investment Properties', any lease which is assessed to be an Investment Property will be treated as if it was a finance lease. The fair value of the lease interest is used for the asset recognised. Separate measurement of land and



buildings elements is not required when the leases are classified as an Investment Property.

## **16. Government Grants and Contributions**

Government grants and contributions may be received on account, by instalments or in arrears. However, they should be recognised in the Comprehensive Income and Expenditure Statement, as due to the Council when there is reasonable assurance that:

- The Council will comply with the conditions attached to the payments. Conditions are stipulations that specify how the future economic benefits or service potential embodied in the grant or contribution must be consumed, otherwise the grant or contribution will have to be returned to the awarding body; and
- The grant or contribution will be received.

Grants and contributions received where the conditions have not yet been satisfied, are carried in the Balance Sheet as creditors and not credited to the Comprehensive Income and Expenditure Statement until the conditions are met.

### Capital Grants and Contributions (non-current assets)

Capital grants and contributions are used for the acquisition of non-current assets. The treatment of these grants is as follows:

- **Capital grants where no conditions are attached** to the grant and the expenditure has been incurred. The income will be recognised immediately in Comprehensive Income and Expenditure Statement, in the taxation and non-specific grant income line.  
Capital grant income is not a proper charge to the General Fund. It is accounted for through the Capital Financing Requirement (set out in statute) and therefore it does not have an effect on council tax. To reflect this, the income is credited to the Capital Adjustment Account through the Movement in Reserves Statement.
- **Capital grants where the conditions have not been met** at the Balance Sheet date. The grant will be recognised as a Capital Grant Receipt in Advance in the liabilities section of the Balance Sheet. When the conditions have been met, the grant will be recognised as income in the Comprehensive Income and Expenditure Statement and the appropriate statutory accounting requirements for capital grants applied.
- **Capital grants where no conditions remain outstanding** at the Balance Sheet date, but expenditure has not been incurred. The income will be recognised immediately in the Taxation and Non Specific Grant Income line of the Comprehensive Income and Expenditure Statement. As the expenditure being financed from the grant has not been incurred at the Balance Sheet date, the grant will be transferred to the Capital Grants Unapplied Account (within usable reserves section of the Balance Sheet), through the Movement

in Reserves Statement. When the expenditure is incurred, the grant shall be transferred from the Capital Grants Unapplied Account to the Capital Adjustment Account to reflect the application of capital resources to finance expenditure.

## Revenue Government Grants and Contributions

Government grants and other contributions are accounted for on an accruals basis and recognised in the Comprehensive Income and Expenditure Statement when the conditions for their receipt have been complied with and there is reasonable assurance that the grant or contribution will be received. Where the conditions have not been met these grants will be held as creditors on the Balance Sheet.

Specific revenue grants are included in the specific service expenditure accounts together with the service expenditure to which they relate. Grants which cover general expenditure (e.g. Revenue Support Grant) are credited to the Taxation and Non-specific Grant Income in the Comprehensive Income and Expenditure Statement after Net Cost of Services.

## **17. Debtors**

Debtors are recognised in the accounts when the ordered goods or services have been delivered or rendered by the Council in the financial year but the income has not yet been received.

Debtors are initially recognised and measured at fair value of the consideration payable in the accounts. Most debtors are considered to be contractual and these are then subsequently measured at amortised cost.

If settlement is over a year this is accounted for as long term debtor. When considering the amortised cost of long term debtors, the Council has set a £50k de minimis limit. Below this amount, the carrying value of the long term debtor will be used as a proxy for amortised cost.

For estimated manual debtors, a de-minimis level of £25k for individual revenue items and £50k for capital items is set.

## **18. Creditors**

Creditors are recorded where goods or services have been supplied to the Council by 31 March but payment is not made until the following financial year.

Creditors are initially recognised and measured at fair value in the accounts. If payment is deferred to over a year, this is accounted for as long term creditor. When considering the amortised cost of long term creditors, the Council has set a £50k de minimis limit. Below this amount, the carrying value of the long term creditors will be used as a proxy for amortised cost.

For estimated manual creditors, a de-minimis level of £25k for individual revenue items and £50k for capital items is set.

## **19. Inventories**

Inventory assets include and will be carried at the following values:

- Materials or supplies to be consumed or distributed in the rendering of services (e.g. highways salt). These are carried at the lower of cost (calculated as an average price) or current replacement cost (at the Balance Sheet date for an equivalent quantity); and
- Held for sale or distribution in the ordinary course of operations, are carried at the lower of cost or net realisable value.

The Council has set a de-minimis level for recognising inventories of £100k. Inventory balances below this level are not recorded on the Balance Sheet.

## **20. Cash and Cash Equivalents**

**Cash** is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**Cash Equivalents** are held for the purpose of meeting short term cash commitments rather than for investment or other purposes. The Council will classify these as follows:

- Instant Access Deposit Accounts or Overnight Bank Facilities set up for the purpose of meeting short term liquidity requirements and whose return (if any) does not make up the Average Yield Return on Investments, are to be classed as Cash Equivalents.
- Overnight Fixed Deposits, Deposit Based Bank Accounts and Net Asset Value Money Market Funds held for investment purposes for the returns offered, which make up the Councils Average Yield Return on its Investments, are to be classed as Short Term Investments.

**Bank Overdrafts** are to be shown separately from Cash and Cash Equivalents where they are not an integral part of an Authority's cash management. Where a bank overdraft is assessed as part of the Council's cash management it will be included within Cash and Cash Equivalents.

## **21. Provisions**

The Council sets aside provisions for future expenses where:

- a past event has created a current obligation (legal or constructive) to transfer economic benefit;
- it is probable that an outflow of economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are charged to relevant revenue service account in the Comprehensive Income and Expenditure Statement in the year the Council has an obligation. When the obligation is settled, the costs are charged to the provision set up in the Balance Sheet. When payments are eventually made, they are charged against the provision carried in the Balance Sheet.

The Council has set a de-minimis level for recognising provisions £250k.

Provisions contained within the Balance Sheet are split between current liabilities (those which are estimated to be settled within the next 12 months) and non-current liabilities (those which are estimated to be settled in a period greater than 12 months).

Provisions are recognised and 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 considering the valuation of long term provisions, the Council has set a £50k de minimis limit. Below this amount long term provisions are measured using carrying value.

## **22. Contingent Liabilities**

A contingent liability is where there is a possible obligation to transfer economic benefit resulting from a past event, but the possible obligation will only be confirmed by the occurrence or non-occurrence of one or more events in the future. These events may not wholly be within the control of the Council. The Council discloses these obligations in the narrative notes to the accounts.

These amounts are not recorded in the Council's accounts because:

- it is not probable that an outflow of economic benefits or service potential will be required to settle the obligation; or
- The amount of the obligation cannot be measured with sufficient reliability at the year end.

The Council has set a de-minimis level for disclosing Contingent Liabilities of £500k.

## **23. Contingent Assets**

A contingent asset is where there is a possible transfer of economic benefit to the Council from a past event, but the possible transfer will only be confirmed by the occurrence or non-occurrence of one or more events in the future. These events may not wholly be within the control of the Council. The Council discloses these rights in the narrative notes to the accounts.

The Council has set a de-minimis level for disclosing Contingent Assets of £500k.

## **24. Events after the Reporting Date**

These are events that occur between the end of the reporting period and the date when the Financial Statements are authorised for issue. The Council will report these in the following way if it is determined that the event has had a material effect on the Council's financial position.

- Events which provide evidence of conditions that existed at the end of the reporting period will be adjusted and included within the figures in the accounts; and
- Events that are indicative of conditions that arose after the reporting period will be reported in the narrative notes to the accounts.

Events which take place after the authorised for issue date are not reflected in the Statement of Accounts.

## **25. Recognition of Revenue (Income)**

Revenue is accounted for in the year it takes place, not simply when cash payments are received.

The Council recognises revenue from contracts with service recipients, whether for services or the provision of goods, when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligation in the contract.

Interest receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

## **26. Exceptional Items**

Exceptional items are material amounts of income or expenditure which occur infrequently in the course of the Council's normal business and are not expected to arise at regular intervals. When these items of income or expense are material, their nature and amount will be disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts depending on how significant the items are to an understanding of the Council's financial performance.

## **27. Costs of Support Services**

The costs of overheads and support services are charged to service segments in accordance with the authority's arrangements for accountability and financial performance.

## **28. Acquired and Discontinued Operations**

Where the Council takes on new activities or ceases providing services, the costs relating to these activities will be identified in the Comprehensive Income and Expenditure Statement, on the surplus or deficit on acquired and/or discontinued operations line. These items will not form part of the net cost of services in the Comprehensive Income and Expenditure Statement in the year they occur.

## **29. Value Added Tax (VAT)**

The Council's Comprehensive Income and Expenditure Statement excludes VAT unless this is not recoverable from HM Revenue and Customs. All VAT must be passed on (where output tax exceeds input tax) or repaid (where input tax exceeds output tax) to HM Revenue and Customs.

The net amount due to or from HM Revenue and Customs for VAT at the year-end shall be included as part of creditors or debtors balance.

## **30. Council Tax and Business Rates Income**

The collection of Council Tax and Business Rates is in substance an agency arrangement with the seven Lincolnshire District Councils (billing Authorities) collecting Council Tax and Business Rates on behalf of the Council.

The Council Tax and Business Rates income is included in the Comprehensive Income and Expenditure Statement on an accruals basis and includes the precept for the year plus the Council's share of Collection Fund surpluses and deficits from the billing Authorities.

The difference between the income reported in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the General Fund, shall be taken to the Collection Fund Adjustment Account through the Movement in Reserves Statement.

The year-end Balance Sheet includes the Council's share of debtors (arrears and collection fund surpluses, net of the impairment allowance for doubtful debts), creditors (prepayments, overpayments and collection fund deficits), and provisions (business rate appeals).

## **31. Reserves**

### **Useable Reserves**

The Council's general revenue balances are held in the General Fund. The Council also maintains a number of specific 'earmarked' reserves for future expenditure on either policy purposes or to cover contingencies. When expenditure is financed from an earmarked reserve, it is charged to the relevant revenue service account in the Comprehensive Income and Expenditure Statement. The reserve is then

appropriated back to the General Fund Balance via the Movement in Reserves Statement, so that there is no net charge against council tax.

## **Unusable Reserves**

Certain reserves are kept to maintain the accounting processes for non-current assets, financial instruments and employee benefits. These accounts do not represent usable resources for the Council. These include:

- Capital Adjustment Account;
- Revaluation Reserve;
- Financial Instruments Adjustment Account;
- Financial Instruments Revaluation Reserve;
- Pension Reserve;
- Collection Fund Adjustment Account; and
- Accumulated Absences Reserve.

## **32. Employee Benefits – Benefits Payable during Employment**

**Benefits Payable During Employment – Short Term Benefits.** These are amounts expected to be paid within 12 months of the Balance Sheet date. These include:

- Salaries, wages and expenses accrued up to the Balance Sheet date. These items are charged as an expense to the relevant service revenue account in the year the employees' services are rendered; and
- Annual leave and flexi hours earned, but not yet taken at the Balance Sheet date. An accrual is made for items at the wage and salary rate payable. The accrual is charged to the relevant service revenue account, but then reversed out through the Movement in Reserves Statement to the Accumulated Absences Account, so this does not have an impact on council tax.

**Teacher Leave Accrual.** The accrual for short term benefits for teachers is calculated using a standard methodology, reflecting the fact that teachers across the Council are subject to standard terms and conditions of employment. This methodology is based on the number of days of the Spring Term (both term-time and holiday) that fall within the financial year and the leave entitlement of the teacher (which varies according to whether an individual has left the teaching profession at the end of the Spring term).

**Long Term Benefits.** These are amounts which are payable beyond 12 months. The Council does not have any material long term benefits to be declared within the Financial Statements.

## **33. Employee Benefits – Termination Benefits**

Employee termination benefits arise from the Council's obligation to pay redundancy costs to employees. These costs will be recognised in the Council's Financial

Statements at the earlier of when the Council can no longer withdraw the offer of those benefits or when the Council recognises the costs for a restructuring. For example; when there is a formal plan for redundancies (including the location, function and approximate number of employees affected; the termination benefits offered, and the time of implementation).

These items will be accrued in the Balance Sheet at the year end and charged to the relevant service revenue account. If payments are likely to be payable in more than 12 months from the year end, then these costs will be discounted at the rate determined by reference to market yields.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority 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.

### **34. Employee Benefits – Post Employment Benefits (Pensions)**

The Council participates in four different pension schemes which provide scheme members with defined benefits related to pay and service. The schemes are as follows:

- Teachers' Pension Scheme: This is a notionally funded scheme administered nationally by Capita Teachers' Pensions on behalf of the Department for Education (DfE). The pension contributions to be paid by the Council are determined by the Government Actuary and reviewed periodically. The scheme is accounted for as if it were a defined contribution scheme. There is no liability for future payments of benefits recognised in the Balance Sheet. All employers' contributions payable to teachers' pensions in the year are treated as expenditure on the Schools' service line in the Comprehensive Income and Expenditure Statement.
- National Health Service Pension Scheme (NHSPS): This is a notional funded scheme administered national by NHS Pensions on behalf of the Department of Health and Social Care (DHSC). The pension contributions to be paid by the Council are determined by the Government Actuary and reviewed periodically. The scheme is accounted for as if it were a defined contribution scheme. There is no liability for future payments of benefits recognised in the Balance Sheet. The employer's contributions payable to the National Health Service Pension Scheme in the year are treated as expenditure in the Wellbeing and Children are Safe and Healthy service lines in the Comprehensive Income and Expenditure Statement.



- Uniformed Fire-fighter's Pension Scheme (FPS): From 1 April 2015, a new pension fund for fire-fighters was set up. This scheme replaced the 2006 & 1992 fire-fighters schemes for new fire-fighters. The 2015, 2006 and 1992 schemes remain unfunded but there are differences in the contributions payable into each scheme and the benefits paid to members. Both employee and employer contributions are paid into the three funds, against which pension payments are made. Each fund is topped up by additional government funding if contributions are insufficient to meet the cost of the pension payments. Any surplus in the funds at the end of each year will be repaid back to the Ministry of Housing, Communities and Local Government (MHCLG). Contributions in respect of ill health retirements are still the responsibility of the Council.
- Local Government Pension Scheme (LGPS): Other employees are eligible to join the LGPS. The Council pays contributions to a funded pension scheme from which employee pension benefits are paid out.

The pension costs included in the Statement of Accounts in respect of both the LGPS and the FPS have been prepared in accordance with IAS 19 Employee Benefits. The pension costs in respect of both the LGPS and FPS have been estimated by the Pension Fund actuary adviser and have incorporated an actual valuation of the accrued pension liabilities attributable to the Council as the scheme employer.

### The Local Government Pension Scheme (LGPS)

The LGPS is accounted for as a defined benefits scheme:

- The liabilities of the Lincolnshire Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projections of earnings for current employees;
- Liabilities are discounted to their value at current prices, using a discount rate of 2.3% (based on long term UK Government bonds greater than 15 years);
- The assets of Lincolnshire Pension Fund attributable to the Authority are included in the Balance Sheet at their fair value:
  - quoted securities – current bid or last traded price;
  - unquoted securities – professional estimates;
  - unitised securities – current bid price.

The change in net pension's liability is analysed into the following components:

- Service cost comprising:
  - current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked;

- past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Surplus of Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs in Other Budgets;
- net interest on the net defined benefit liability (asset), i.e. net interest expense for the Council – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- Remeasurements 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; and
  - 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 Lincolnshire Pension Fund – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the 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.

The Council also pays any costs arising in relation to unfunded elements of pensions, paid to certain employees that have retired early and have been awarded discretionary compensation under the provisions of the Council’s early retirement policy. These costs are charged to Other Budgets in the Comprehensive Income and Expenditure Statement.

## **35. Accounting for Schools Income, Expenditure, Assets, Liabilities and Reserves**

In Lincolnshire, Local Authority education is provided in: Foundation, Voluntary Aided, Voluntary Controlled and Community Schools (all known as 'maintained schools').

**Income and Expenditure** - All income and expenditure relating to maintained schools in Lincolnshire is shown in the Council's Comprehensive Income and Expenditure Statement.

**Non-Current Assets** - Schools non-current assets will be accounted for under IAS 16 Property, Plant and Equipment. The standard defines non-current assets as "a resource controlled by the Council as a result of a past event and from which future economic benefits or service potential is expected to flow".

If assets are owned by the Council or the governing body of the school or the future economic benefits are identified to sit with the Council, then the non-current assets will be recorded in the Balance Sheet. Where a school transfers to Academy status and has signed a long term (125 year) lease, the school is removed from the Council's Balance Sheet.

**Assets and Liabilities** - All assets and liabilities, excluding non-current assets which are covered above, relating to maintained schools are included within the Council's Balance Sheet.

**Reserves** - The Council maintains specific earmarked reserves for schools balances. At year end balances from dedicated schools budgets, including those held by schools under a scheme of delegation, are transferred into the reserve to be carried forward for each school to use in the next financial year. This ensures that any unspent balances at the end of the financial year are earmarked for use by those schools as required by the Council's scheme for financing schools approved by the Secretary of State for Education.

## **36. Group Relationships**

The Council assesses on an annual basis relationships with other bodies to identify the existence of any group relationships. A de-minimis level of £20,000m has been set for considering bodies to be included within group accounts.

The Council has not identified, and does not in aggregate have any material interests in subsidiaries, associated companies or joint ventures and therefore is not required to prepare group accounts.

## **37. 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 carried at their amortised cost. Annual charges to the Financing & 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.

All the Council's borrowings are carried at amortised cost and the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and the interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

No repurchase has taken place as part of a restructuring of the loan portfolio that included the modification or exchange of existing instruments. Therefore gains and losses on the repurchase or early settlement of borrowing are credited and debited to Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement and spread over future years under statutory regulation.

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. Regulations state that the period to spread discounts is limited to a minimum period equal to the outstanding term on the replaced loan or 10 years if this is shorter. Premiums may be spread over the longer of the outstanding term on replaced loan or the term of the replacement loans or a shorter period if preferred. The Council will spread premiums over the term that was remaining on the loan replaced and spread discounts in line with regulation. When matching premium and discounts together from a re-scheduling exercise, the Council's policy is to spread the gain/loss over a ten year period or the term that was remaining on the loan replaced if greater than ten years. The reconciliation of premiums/discounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund is managed by a transfer to or from the Financial Instruments Adjustment Account through the Movement in Reserves Statement.

The Council receives interest free funding from Salix Finance as part of a revolving fund to finance energy saving projects (Soft Loans Receivables). The benefit of a loan to the Council at a below-market rate of interest is treated as a grant or contribution receivable within the Comprehensive Income and Expenditure Statement. The benefit is measured as a difference between the cash actually advanced to the Council and the fair value of the loan on recognition, discounted at a comparable market rate of interest for a loan. The amortised cost of the loan in the Balance Sheet is reduced as the benefit has been stripped away. 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.

The Council has set a £50k de minimis limit to the value of soft loans receivable or the benefit calculated by discounting of interest rates. Below this amount the above accounting treatment for soft loans receivable is not applied and the soft loan receivable is shown in the accounts at its carrying value.

**Financial Assets.** Financial Assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics. There are three main classes that financial assets are measured at:

- Amortised Cost
- Fair Value Through Profit or Loss (FVPL); and
- Fair Value Through Other Comprehensive Income (FVOCI).

The Council's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument). These types of asset will be measured at fair value.

### **Financial Assets Measured at Amortised Cost**

Financial Assets measured at amortised cost are recognised on the Balance Sheet when the Council becomes 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 financial assets held by the Council, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

The following financial assets held by the Council are measured at amortised cost using an effective interest rate that takes account of other considerations attributable to the asset over its lifetime such as premiums paid or interest forgone. Interest payable in the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement will then be recognised on a smoothing effective interest rate basis over the life of the loan.

- Secondary Certificates of Deposit and Bonds - are purchased at an amount different to par and hence a price premium is usually incurred on purchase. The price of the instrument is the amortised cost at initial measurement (its fair value), debited to Investments on the Balance Sheet. This price premium is factored into the cash flows of the instrument over its life that will result in a

smoothing effective interest rate that when discounted will bring back cash flows to the price paid (initial measurement at fair value).

Interest is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure line at a marginally lower effective rate of interest than the rate receivable from the Instrument, with the difference serving to decrease the amortised cost of the loan in the Balance Sheet over its life.

Transaction costs paid to a custodian for purchasing these instruments are deemed as immaterial and hence charged directly to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement when incurred, not included within the amortised cost calculation of the instrument.

- Soft Loans – The Council can make loans to third parties at less than market rates (soft loans) for service objectives. 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 the third party recipients of the loans, 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 Financial Instruments Adjustment Account in the Movement in Reserves Statement.

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

The Council has set a £50k de minimis limit to the value of soft loans or the loss calculated by the discounting of interest rates. Below this amount the above accounting treatment for soft loans is not applied and the soft loans are shown in the accounts at their carrying value.

### Expected Credit Loss Model – for Assets Measured at Amortised Cost

The Council recognises expected credit losses on all of its financial assets held at amortised cost, either on a 12-month or lifetime basis. Only lifetime losses are recognised for trade receivables (debtors) that are more than 30 days past the due date, held by the Council.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Where the counterparty for a financial asset is central government or a local authority for which relevant statutory provisions prevent default, then no loss allowance is required or recognised.

Impairment losses will be charged to the Financing and Investment Income and Expenditure line in the Surplus or Deficit on the Provision of Services and credited to the Financial Assets at Amortised Cost Loss Allowance.

The Council has set a de minimis level of £25k to the resultant impairment loss for financial assets at amortised cost, below which the impairment is deemed immaterial and not recognised.

The Council has a portfolio of a different types of loans measured at amortised cost. Where possible losses have been assessed on these loans on a collective basis as the Council does not have reasonable and supportable information that is available without undue cost or effort to support the measurement of expected losses on an individual instrument basis.

The Council has grouped the loans into the following groups for assessing loss allowances:

- Group 1 – treasury investments governed by the Council's Annual Investment Strategy for Treasury Investments. These are loans made to highly credit rated counterparties under the credit analysis followed within the Investment Strategy. As such they are deemed low risk, so the 12 month Expected Credit Loss model is used. The Historical Default Table issued by Credit Rating Agencies and provided by the Council's Treasury Advisors is used to calculate the expected 12 month impairment losses.
- Group 2 – loans or soft loans to third parties for Service Reasons. These types of loans tend to be higher risk as credit worthiness is often not the prime consideration in making the loan. They will be assessed on an individual basis taking into consideration external credit ratings, economic conditions impacting the third party, the current financial position and financial forecasts of the third party and any history of defaults or extended credit terms. Due to

the high risk nature, the lifetime Expected Credit Loss model would normally be followed for these loans (See \*Note below).

- Group 3 – loans to Council owned Companies for Service Reasons. These types of loans tend to be higher risk as credit worthiness is often not the prime consideration in making the loan. They will be assessed on an individual basis taking into consideration external credit ratings, economic conditions impacting the company, the current financial position and financial forecasts of company and any history of defaults or extended credit terms. Due to the high risk nature, the lifetime Expected Credit Loss model would normally be followed for these loans.

## \*Note

Where the Council makes loans to companies in financial difficulties to ensure continuation of vital service fifty percent of the loan is thus deemed credit impaired on origination. This will mean that:

- as lifetime expected credit losses are taken into account in the cash flows used for calculating the effective interest rate, no loss allowance is needed on initial recognition;
- a loss allowance will then be built up on the basis of the cumulative change in lifetime expected credit losses since initial recognition;
- the annual impairment gain or loss will be the change in lifetime expected credit losses over the year.

## **Financial Assets Measured at Fair Value through Profit or Loss (FVPL)**

Financial assets held by the Council that fall into this category include Constant Net Asset Value (CNAV) and Low Volatility Net Asset Value (LVNAV) Money Market Funds.

Financial assets are measured at FVPL where they fail to meet the business model and principal or interest tests of the other two classifications. For the Council, financial assets under this category meet the business model of collecting contractual cash flows, but the cash flows are not solely payments of principal or interest, for example they include dividend payments.

These funds are pooled investment funds that invest in short-term assets that aim to offer returns in line with money market rates and preserve the value of investments. They are instant access, whereby units of the fund are bought and sold and dividends paid in accordance with daily yields returned, set at the end of each day. The Net Asset Value of these funds only vary by an insignificant amount due to changing values of the assets in the fund, therefore generally the price of the fund (fair value) will equal the carrying amount of units held.

Financial assets measured at FVPL are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and



are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

The Council has set a de minimis level to the adjustment to fair value of £50k for financial assets measured at fair value, below which the change in fair value will not be recognised and the asset will be held on the Balance Sheet at its carrying value.

Statutory provision as defined in SI 2018/1207 means that until 31 March 2023, English Local Authorities are prohibited from charging to a revenue account fair value gains or losses, unless the gain or loss relates to impairment or the sale of the asset. Instead that amount is charged to an account established solely for the purpose of recognising fair value gains and losses. This statutory override will not be applicable for CNAV/LVNAV Money Market funds as gains and losses to fair value will be zero and will not impact on the revenue account.

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

### Expected Credit Loss Model –For Assets Measured at Fair Value through Profit and Loss

The impairment requirements do not apply to financial assets classified as 'fair value through profit or loss', as current market prices are considered to be an appropriate reflection of credit risk, with all movements in fair value (including those relation to credit risk) impacting on the carrying amount being posted to the Surplus or Deficit on the Provision of Services as they arise.

### Financial Assets Measured at Fair Value through Other Comprehensive Income (FVOCI)

Financial assets are measured at FVOCI when the business model for holding the asset includes collecting contractual cash flows and selling assets. The Council does not hold any financial assets that meet this definition.

In line with the Code however, the Council has decided to designate some small equity holdings in companies held for service reasons to the category of FVOCI instead of FVPL. This designation is irrevocable and deemed to be a reliable accounting policy for these financial assets, based on the following reasons:

- The holdings are equity instruments as defined by the Code to exclude puttable shares (e.g., those where the issuer has a contractual obligation to exchange the shares for cash if the holder exercises an option for the return of their investment).
- They naturally fall into the FVPL classification of investments.
- The shares are held for a clear service benefit and not held for trading.
- Future gains or losses are expected to be insubstantial.

Assets designated at FVOCI will be carried in the Balance Sheet at Fair Value, with dividends credited to the Surplus or Deficit on the Provision of Services when the right for the Council to receive the payment is established. Movements in fair value will be credited to the Other Income and Expenditure Account and released to the General Fund. The impact on the General Fund will be removed through Movement in Reserves Statement to the Financial Instruments Revaluation Reserve. Gains or losses will be charged directly to the General Fund via the Financing and Investment Income and Expenditure in the Surplus or Deficit on the Provision of Services.

The Council has set a de minimis level to the adjustment to fair value of £50k for financial assets measured at fair value, below which the change in fair value will not be recognised and the asset will be held on the Balance sheet at its carrying value.

### Expected Credit Loss Model – For Assets Measured at Fair Value through Other Comprehensive Income

The Council recognises expected credit losses on financial assets measured at FVOCI either on a 12-month or lifetime basis depending on an individual assessment of the credit risk of each financial asset as follows:

Has credit risk increased significantly since initial recognition?

- No: 12 month credit loss model.
- Yes: lifetime credit loss model.
- No information available to assess: lifetime credit loss model.

Consideration will be made to external credit ratings, economic conditions impacting the company, the current financial position and financial forecasts of company and any history of defaults or extended credit terms when assessing the credit risk of these assets.

Impairment losses will be charged to Other Comprehensive Income and Expenditure and credited to the Financial Instruments Revaluation Reserve.

Where financial assets have been designated into the FVOCI category they are outside the scope of impairment for the same reasons that FVPL assets are.

The Council has set a de minimis level of £25k to the resultant impairment loss for financial assets at FVOCI, below which the impairment is deemed immaterial and not recognised.

### **38. Fair Value Measurement**

Some of the Council's non-financial assets, such as surplus assets and investment properties and some of its financial instruments, are measured at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability

in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the following takes place either:

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

When measuring the fair value, the Council would use the assumptions of market participants when pricing the asset or liability whilst acting in their economic best interest.

On fair value measurement, the Council takes into account the market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Council uses the appropriate valuation techniques appropriate for the asset, maximising the use of relevant observable inputs and minimising unobservable inputs.

For financial instruments measured in fair value (FVPL and FVOCI) is therefore based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

The inputs to the measurement techniques are categorised in accordance with the following three levels:

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

## LINCOLNSHIRE FIRE & PENSION FUND 2019-20

2018/19	Fund Account	Note	2019/20
£'000			£'000
	<b>Contributions Receivable:</b>		
	<u>From employer:</u>		
(1,690)	Contributions in relation to pensionable pay	4	(3,255)
	<u>From members</u>		
(1,403)	Fire-fighters' contributions	4	(1,447)
	<b>Transfers in:</b>		
(75)	Individual transfers from other schemes from Local Authorities	7	(338)
	<b>Benefits payable:</b>		
5,348	Pensions	5	5,579
2,016	Commutations and lump sum retirement benefits	5	1,184
90	Lump sum death benefits	5	0
	<b>Payments to and on account of leavers:</b>		
0	Individual transfer out to other schemes	7	0
0	Refunds of contributions	7	0
<b>4,286</b>	<b>Sub Total Net amount payable for the year before top up grant receivable</b>		<b>1,723</b>
(4,286)	Top up grant receivable from sponsoring department	6	(1,723)
	<b>0 Net amount payable/receivable</b>		<b>0</b>

31 March 2019	Net Asset Statement as at:	31 March 2020
£'000		£'000
	<b>Current Assets:</b>	
0	Amounts due from LCC	245
1,198	Pensions top up grant due	185
<b>1,198</b>	<b>Total Current Assets</b>	<b>430</b>
	<b>Current Liabilities:</b>	
(1,086)	Amounts payable to LCC	0
(112)	Unpaid pension benefits	(430)
0	Pension payable to central government	0
<b>(1,198)</b>	<b>Total Current Liabilities</b>	<b>(430)</b>
	<b>0 Total</b>	<b>0</b>

## NOTE 1. BASIS OF PREPARATION

The financial statements have been prepared in accordance with the main recommendations of the code of practice on Local Authority Accounting issued by the Chartered Institute of Finance & Accountancy.

There is no separate bank account for the pension fund therefore the County Councils General Fund is shown as debtor/creditor in the net Asset Statement.

The Net Asset Statement does not take account of liabilities to pay pensions and other benefits after the period end.

Note 29 to the Councils Financial Statement shows the Councils long term pension obligations in accordance with International Accounting Standards (IAS19).

## NOTE 2. LINCOLNSHIRE FIRE AND RESCUE PENSION FUND ACCOUNT

The Fund was established at 1 April 2006 and now covers the 1992, 2006 and 2015 fire-fighters pension schemes. It was established by the Fire fighters Pension Scheme (Amendment) (England) Order 2006 (SI2006 No1810), amended by the Fire fighters Pension Scheme (England) Regulations 2014 and is administered by Lincolnshire County Council. Employee and employer contributions are paid into the fund, from which payments to pensioners are made with any difference being met by top up grant from Central Government.

## NOTE 3. ACCOUNTING POLICIES

The Principal Accounting Policies are as follows:

### **Contributions**

For employees who are members of the pension schemes contributions are receivable from the employer (Council) and the members (employees) throughout the year based on a percentage of pensionable pay. The rates are set nationally by the Home Office/Government Actuary Department and subject to triennial revaluation by the Government Actuary's Department.

## LINCOLNSHIRE FIRE & PENSION FUND 2019-20

No provision is made in the accounts for contributions on pay awards not yet settled.

### **Benefits**

Benefits include recurring payments that are paid in advance of the month for which they relate. Lump Sum payments are paid as they become due.

The accounts do not take account of liabilities to pay pensions and other benefits after the year end.

### **Transfer Values**

The value of accrued benefits transferred from or to another pension arrangement, including Fire-fighters' pension schemes outside England, are recorded in the accounts on a receipts and payments basis.

### **Top up Grant**

Central Government pay an instalment of top up grant during the year based on estimated activity. The balance is included within the amount of grant receivable and identified in the Net asset statement under current assets or liabilities.

## NOTE 4. CONTRIBUTION RATES

Under the Fire-fighters pension regulations, the contribution rates are set nationally and are subject to triennial revaluation by the Governments Actuary's Department. During 2019-20 the contribution rates for the 2006 scheme were a minimum of 35.9% of pensionable pay (27.4% employers and tiered contribution of 8.5% to 12.5% based on employees' pensionable pay banding). The contribution rates for the 1992 scheme were a minimum of 48.3% of pensionable pay (37.3% employers and tiered contribution of 11% to 17% based on employees' pensionable pay banding). The contribution rates for the 2015 scheme were a minimum of 39.8% of pensionable pay (28.8% employers and tiered contribution of 11.0% to 14.5% based on employees' pensionable pay banding). Contribution tiers for part time and retained fire-fighters are based on whole time equivalent pay for their role.

Contributions by the employer for fire-fighters who retire due to ill health are also paid into the Pension Fund in accordance with the regulations. This also applies to protected rights whole time equivalent compensatory payments paid to retained fire-fighters who were employed from 6th April 2006 and who had been ill health retired due to a qualifying injury.

### NOTE 5. BENEFITS PAID

Lump sum and on-going pensions are paid to retired officers, their survivors and others who are eligible for benefits under pension schemes. The recurring payments are usually paid monthly in advance at the beginning of the period for which they relate.

### NOTE 6. CENTRAL GOVERNMENT PENSION TOP UP GRANT

This is an unfunded scheme and consequently there are no investment assets. The fund is balanced to zero each year by receipt of a top up grant from the Central Government Department (Home Office) if contributions are insufficient to meet the cost of benefits payable, or by paying over any surplus to the Home Office. The difference between grant received during the year and grant required to balance to zero is set up as an accrual and shown in the Net Asset Statement.

### NOTE 7. TRANSFERS IN AND OUT

The value of accrued benefits of members that are transferred from or to another pension arrangement if a member joins or leaves the scheme.

# LINCOLNSHIRE PENSION FUND 2019-20

## Pension Fund Account - For the year ended 31 March 2020

2018/19		Note	2019/20
£'000			£'000
	<b>Contributions and Benefits</b>		
(98,278)	Contributions Receivable	(6)	(104,258)
(7,312)	Transfers In From Other Pension Funds	(7)	(10,629)
<b>(105,590)</b>			<b>(114,887)</b>
92,904	Benefits Payable	(8)	99,326
7,803	Payments To and On Account of Leavers	(9)	9,920
<b>100,707</b>			<b>109,246</b>
<b>(4,883)</b>	<b>Net (additions)/withdrawals from dealings with Fund Members</b>		<b>(5,641)</b>
11,018	Management Expenses	(10)	12,033
<b>6,135</b>	<b>Net (additions)/withdrawals including Management Expenses</b>		<b>6,392</b>
	<b>Returns on Investments</b>		
(20,403)	Investment Income	(11)	(23,692)
(178,619)	Change in Value of Investments	(12a)	133,375
21,050	(Profit)/Loss on Forward Foreign Exchange	(13)	18,145
<b>(177,972)</b>	<b>Net Returns on Investments</b>		<b>127,828</b>
(171,837)	Net (Increase)/Decrease in the Net Assets Available for Benefits during the year		134,220
(2,189,357)	Opening Net Assets of the Fund		(2,361,194)
<b>(2,361,194)</b>	<b>Closing Net Assets of the Fund</b>		<b>(2,226,974)</b>

## Net Asset Statement as at 31 March 2020

2018/19		Note	2019/20
£'000			£'000
833	Long Term Investments	(12)	833
<b>833</b>	<b>Total Long Term Investments</b>		<b>833</b>
2,344,965	Investment Assets	(12)	2,209,738
(1,277)	Investment Liabilities	(12)	(145)
<b>2,343,688</b>	<b>Total Net Current Investments</b>		<b>2,209,593</b>
<b>2,344,521</b>	<b>Total Net Investments</b>		<b>2,210,426</b>
19,802	Current Assets	(19)	20,418
(3,129)	Current Liabilities	(20)	(3,870)
<b>2,361,194</b>	<b>Net Assets of the Fund Available to Fund Benefits at the end of the Reporting Period</b>		<b>2,226,974</b>

**Note:** The Fund's financial statements do not take account of liabilities to pay pensions and other benefits after the period end. The actuarial present value of promised retirement benefits is disclosed in Pension Note 18.



# LINCOLNSHIRE PENSION FUND 2019-20

## Notes to the Pension Fund Accounts

### Note 1. Description of the Pension Fund

The Lincolnshire Pension Fund (the Fund) is part of the Local Government Pension Scheme and Lincolnshire County Council is the Administering Authority. Benefits are administered by West Yorkshire Pension Fund (WYPF) in a shared service arrangement.

The following information is a summary only, and further detail can be found in the Lincolnshire Pension Fund Annual Report 2019-20 (available on the Fund's shared website at [www.wypf.org.uk](http://www.wypf.org.uk)).

#### General

The scheme is governed by the Public Service Pensions Act 2013. The Fund is administered in accordance with the following secondary legislation:

- the LGPS Regulations 2013 (as amended);
- the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended); and
- the LGPS (Management and Investment of Funds) Regulations 2016.

It is a contributory defined benefit pension scheme to provide pensions and other benefits for pensionable employees of Lincolnshire County Council, the district councils in Lincolnshire and a range of other scheduled and admitted bodies within the county. Teachers, police officers and firefighters are not included as they come within other national pension schemes.

The Fund is overseen by the Lincolnshire County Council Pensions Committee and Local Pension Board.

#### Membership

Membership of the LGPS is automatic for eligible employees, but they are free to choose whether to remain in the scheme or make their own personal arrangements outside of the scheme.

Organisations participating in the Fund include:

- Scheduled bodies, which are local authorities and similar bodies whose staff are automatically entitled to be members of the Fund; and
- Admitted bodies, which are other organisations that participate in the Fund under an admission agreement between the Fund and the relevant employer. Admitted bodies include charitable organisations and similar not-for-profit

# LINCOLNSHIRE PENSION FUND 2019-20

bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

There are 251 contributing employer organisations in the Fund including the County Council and just over 73,500 members as detailed below (information reported based on March processed data):

	31 March 2019	31 March 2020
Number of employers with active members	234	251
Number of employees in the Fund		
- Lincolnshire County Council	9,879	9,175
- Other Employers	12,941	13,715
<b>Total</b>	<b>22,820</b>	<b>22,890</b>
Number of Pensioners:		
- Lincolnshire County Council	14,398	15,444
- Other Employers	7,317	7,994
<b>Total</b>	<b>21,715</b>	<b>23,438</b>
Number of Deferred Pensioners:		
- Lincolnshire County Council	19,753	18,668
- Other Employers	8,468	8,533
<b>Total</b>	<b>28,221</b>	<b>27,201</b>

## Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with LGPS Regulations 2013 and range from 5.5% to 12.5% of pensionable pay. Employer contributions are set based on triennial actuarial funding valuations. Rates paid by employers during 2019-20 were determined at the 2016 Valuation, or when a new employer joins the scheme. Rates paid during 2019-20 ranged from 14.9% to 33.0% of pensionable pay. In addition, the majority of employers are paying deficit contributions as cash payments.

## Benefits

From 1 April 2014, the scheme became a career average scheme, whereby members accrue benefits based on their pensionable pay in that year at an accrual rate of 1/49th. Accrued pension is up-rated annually in line with the Consumer Price Index.

# LINCOLNSHIRE PENSION FUND 2019-20

Prior to 1 April 2014, pension benefits under the LGPS were based on final pensionable pay and length of pensionable service, summarised below:

	Service pre April 2008	Service post April 2008
Pension	Each year is worth 1/80 x final pensionable salary.	Each year is worth 1/60 x final pensionable salary.
Lump Sum	Automatic lump sum of 3/80 x salary. In addition, part of the annual pension can be exchanged for a one-off tax free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

There are a range of other benefits provided under the scheme including early retirement, ill-health pensions and death benefits. For more details, please refer to the shared pension's website at [www.wypf.org.uk](http://www.wypf.org.uk).

## Note 2. Basis of Preparation

The Statement of Accounts summarises the Fund's transactions for the 2019-20 financial year and its position at year end as at 31 March 2020.

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019-20, which is based on International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The accounts summarise the transactions of the Fund and report on the net assets available to pay pension benefits due. The accounts do not take into account liabilities to pay pensions and other benefits after the end of the financial year, nor do they taken into account the actuarial present value of promised retirement benefits. These liabilities are dealt with through the periodic actuarial valuations of the Fund and are reflected in the levels of employers' contributions determined by these valuations. The Pension Fund has opted to disclose this information in Pension fund Note 18.

The accounts have been prepared on a going concern basis.

The accounting policies set out below (at Note 3) have been applied consistently to all periods presented within these financial statements.

# LINCOLNSHIRE PENSION FUND 2019-20

## **Accounting Standards That Have Been Issued but Have Not Yet Been Adopted**

On an annual basis the Code of Practice requires the Pension Fund to consider the impact of accounting standards that have been issued but have not yet been adopted and disclose information relating to the impact of these standards. For 2020-21 there are a number of new accounting standards:

- Amendments to IAS 28 Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures;
- Annual Improvements to IFRS Standards 2015–2017 Cycle; and
- Amendments to IAS 19 Employee Benefits: Plan Amendment, Curtailment or Settlement.

It is not thought that any of these standards will have a significant impact on the Pension Fund Accounts for 2020-21.

## Note 3. Significant Accounting Policies

### **Fund account – revenue recognition**

#### a. Contributions income

Normal contributions are accounted for on an accruals basis as follows:

- Employee contribution rates are set in accordance with LGPS regulations using common percentage rates for all Funds which rise according to pensionable pay; and
- Employer contributions are set at the percentage rate recommended by the Fund actuary for the period to which they relate.

Employer deficit funding contributions are accounted for on the day on which they are payable under the schedule of contributions set by the Fund actuary or on receipt if earlier than due date.

Additional employers' contributions, for example, in respect of early retirements, are accounted for in the year the event arose.

Any amount due in year but unpaid will be classed as a current financial asset.

#### b. Transfers to and from other schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the Fund. They are calculated in accordance with the LGPS Regulations 2013. Transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged.

# LINCOLNSHIRE PENSION FUND 2019-20

## c. Investment Income

### i) Interest income

Interest income is recognised in the Fund account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination.

### ii) Dividend income

Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

### iii) Distributions from pooled funds

Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

### iv) Movement in the net market value of investments

Changes in the net market value of investments (including investment properties) are recognised as income and comprise all realised and unrealised profits/losses during the year.

## **Fund account – expense items**

### d. Benefits payable

Pensions and lump sum benefits payable are included in the accounts at the time of payment.

### e. Taxation

The Fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a Fund expense as it arises.

### f. Management expenses

The Fund discloses its pension fund management expenses in accordance with the CIPFA guidance: Accounting for Local Government Pension Scheme Management Expenses (2016), using the headings shown below. All items of expenditure are charged to the Fund on an accruals basis.

#### i) Administrative expenses

All staff costs of the pension's administration team are charged to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

# LINCOLNSHIRE PENSION FUND 2019-20

## ii) Oversight and Governance

All staff costs associated with the governance and oversight are charged directly to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

## iii) Investment management expenses

Investment management expenses are charged directly to the Fund as part of management expenses and are not included in, or netted off from, the reported return on investments.

Fees for the external investment managers and custodian are agreed in the respective mandates governing their appointments. Broadly, these are based on the market value of the investments under their management and therefore increase and decrease as the value of the investments change.

In addition, the Fund has negotiated with Invesco Asset Management (for Global Equities – ex UK) and Morgan Stanley Investment Management Ltd (for Alternative Investments) that an element of their fee will be performance related.

Where an investment manager's fee invoice has not been received by the financial year end, an estimate based upon the market value of their mandate is used for inclusion in the Fund accounts.

Fees on investments where the cost is deducted at source have been included within investment expenses and an adjustment made to the change in market value of investments.

## **Net assets statement**

### g. Financial assets

All investment assets are included in the net assets statement on a fair value basis as at the reporting date. A financial asset is recognised in the net asset statement on the date the Fund becomes party to the contractual acquisition of the asset. From this date, any gains or losses arising from changes in the fair value of the asset are recognised by the Fund and are classified as FVPL.

The values of investments as shown in the net assets statement have been determined at fair value in accordance with the requirements of the Code and IFRS13 (see Pension Fund Note 14). For the purposes of disclosing levels of fair value hierarchy, the Fund has adopted the classification guidelines recommended in Practical Guidance on Investment Disclosures (PRAG/Investment Association, 2016).

# LINCOLNSHIRE PENSION FUND 2019-20

Private equity, property and infrastructure valuations are based on valuations provided by managers at the year-end date. If valuations at the year-end are not produced by the manager, the latest available valuation is adjusted for cash flows in the intervening period.

The investment in the LGPS asset pool, Border to Coast Pensions Partnership, is also carried at fair value. This has been classified as FVOCI rather than FVPL as the investment is a strategic investment and not held for trading.

## h. Foreign currency transactions

Dividend, interest, purchases and sales of investments in foreign currencies have been accounted for at the spot rates at the date of the transaction. End of year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, market values of overseas investments and purchases and sales outstanding at the end of the reporting period. The exchange rates used at 31 March 2019 are shown in Pension Fund Note 28.

## i. Derivatives

The Fund uses derivative financial instruments to manage its exposure to certain risks arising from its investment activities. The Fund does not hold derivatives for speculative purposes.

## j. Cash and cash equivalents

Cash comprises of cash in hand, deposits and includes amounts held by external managers. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to minimum risk of changes in value.

## k. Financial liabilities

A financial liability is recognised in the net assets statement on the date the Fund becomes party to the liability. The Fund recognises financial liabilities relating to investment trading at fair value as at the reporting date, and any gains or losses arising from changes in the fair value of the liability between contract date, the year-end date and the eventual settlement date are recognised in the Fund account as part of the Change in Value of Investments.

Other financial liabilities classed as amortised cost are carried at amortised cost i.e. the amount carried in the net asset statement is the outstanding principal repayable plus accrued interest.

## l. Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the scheme actuary in accordance with the requirements of IAS 19 and relevant actuarial standards. As permitted under the Code, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the net assets statement (see Pension Fund Note 18).

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## m. Additional voluntary contributions

The Fund provides an additional voluntary contribution (AVC) scheme for its members, the assets of which are invested separately from those of the Pension Fund. The Fund has appointed Prudential as its AVC provider. AVCs are paid to the AVC provider by employers and are specifically for providing additional benefits for individual contributors. Each AVC contributor receives an annual statement showing the amount held in their account and the movements in the year.

AVCs are not included in the accounts in accordance with Regulation 4(1)(b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 but are disclosed as a note only (see Pension Fund Note 22).

## n. Contingent assets and contingent liabilities

A contingent asset arises where an event has taken place giving rise to a possible asset whose existence will only be confirmed or otherwise by the occurrence of future events.

A contingent liability arises where an event has taken place prior to the year-end giving rise to a possible financial obligation whose existence will only be confirmed or otherwise by the occurrence of future events. Contingent liabilities can also arise in circumstances where a provision would be made, except that it is not possible at the balance sheet date to measure the value of the financial obligation reliably.

Contingent assets and liabilities are not recognised in the net asset statement but are disclosed by way of narrative in the notes (see Pension Fund Note 25 and 26).

## Note 4. Critical Judgements in Applying Accounting Policies

### **Pension Fund liability**

The net Pension Fund liability is recalculated every three years by the appointed actuary, with annual updates in the intervening years. The methodology used is in line with accepted guidelines.

This estimate is subject to significant variances based on changes to the underlying assumptions which are agreed with the actuary and have been summarised in Pension Fund Note 17.

These actuarial revaluations are used to set future contribution rates and underpin the Fund's most significant investment management policies, for example in terms of the balance struck between longer term investment growth and short-term yield/return.



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## Investment in Border to Coast Pension Partnership

The valuation of the Fund's investment in Border to Coast Pensions Partnership has been assessed using the criteria set out in IFRS9 Financial Instruments. The key factors considered include:

- There is currently no market for these investments and no identical or similar market to compare them to. Therefore it is not possible to use a 'quoted price'.
- Border to Coast Pensions Partnership Ltd is intending to trade at a break even position (no/minimal profit or loss) with any values off-set against Partner Fund future costs. The company have now published a set of full year audited accounts and these show the company equity as equal to the 'Called up Share Capital' i.e. Class B Regulated Capital of £10m (shared equally between the twelve partner fund).

There is insufficient evidence to estimate the fair value at any measure other than cost, therefore fair value is cost.

## Covid-19 Impact

The impact of the Covid-19 pandemic has created uncertainty surrounding illiquid asset values. As such some of the Pension Fund's holdings as at 31 March 2020 are difficult to value according to preferred accounting policy.

- Pooled property unit trusts. Covid-19 has caused huge disruption and exceptional circumstances within property markets, as a result of this, the valuations provided by independent valuers for these property funds are subject to a 'material valuation uncertainty' qualification as set out in VPGA 10 of the RICS Valuation – Global Standards. Consequently, less certainty and a higher degree of caution should be attached to these valuations than would normally be the case.
- Unquoted assets (including alternatives and private equity holdings). The fair value of these investments is unavoidably subjective in normal circumstances and Covid-19 disruptions may increase this. The valuations are based on forward-looking estimates and judgements involving many factors. Unquoted private equity assets are valued by the investment managers in accordance with industry standards.

The Fund accounts are currently prepared using valuation information available at 31 March 2020 provided by investment managers and validated by the Fund's Custodian. These valuations are mainly based on audited accounts from earlier periods (e.g. 31 December 2019) rolled forward for cashflows, as is allowable by the Code. Due to the coronavirus pandemic the 31 March actual valuations may be materially different to the rolled forward

# LINCOLNSHIRE PENSION FUND 2019-20

valuations currently reported in the accounts. When these valuations are received the Fund will consider their materiality both individually and collectively and revise the accounts to reflect these valuations if necessary.

## Note 5. Assumptions Made About the Future and 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 at the balance sheet date and the amounts reported for the revenues and expenses during the year. Estimates and assumptions are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that the actual outcomes could differ from the assumptions and estimates.

The items in the accounts for the year ended 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if actual results differ from assumptions
Actuarial present value of promised retirement benefits (Note 18)	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 investments. A firm of consulting actuaries are engaged to provide expert advice about the assumptions to be applied.	The effects of changes in the individual assumptions can be measured. For example: 1) a 0.5% increase in the discount rate assumption would result in a decrease of the pension liability of £299m. 2) a 0.25% increase in assumed earnings inflation would increase the value of liabilities by approximately £15m. 3) a 0.5% increase in the pension increase rate would increase the value of liabilities by approximately £299m. 4) a one-year increase in assumed life expectancy would increase the liability by approximately £134m.
Unquoted Assets (including Alternatives and Private Equity) (Note 14)	Private Equity investments are valued at fair value in accordance with International Private Equity and Venture Capital Valuation Guidelines (2012). These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.  Private Equity valuations within the Pension Fund accounts are all based on the reported information held by the Council on 31 March each year.	The total private equity investments in the Fund are £18.0m. There is a risk that these may be over or understated in the accounts by £4.3m. The Fund's total investments in Alternatives are: £311.2m. There is a risk that these may be over or understated in the accounts by £31.1m.

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Item	Uncertainties	Effect if actual results differ from assumptions
Pooled Property Unit Trusts	Covid-19 has caused huge disruption and exceptional circumstances within property markets, as a result of this, the valuations provided by independent valuers for these property funds are subject to a 'material valuation uncertainty' qualification as set out in VPGA 10 of the RICS Valuation – Global Standards. Consequently, less certainty and a higher degree of caution should be attached to these valuations than would normally be the case.	The total pooled property unit trusts invested in by the Fund are valued at £175.602m. If these assets were over or under-stated in the accounts by 1% this would affect the value by £1.6m.

## Note 6. Contributions Receivable

Contributions receivable are analysed by category below:

	2018/19	2019/20
	£'000	£'000
<b>Employers</b>		
Normal	58,966	60,186
Deficit Recovery Funding	17,138	21,412
Additional - Augmentation	1,632	892
<b>Members</b>		
Normal	20,466	21,684
Additional years	76	84
<b>Total</b>	<b>98,278</b>	<b>104,258</b>

These contributions are analysed by type of Member Body as follows:

	2018/19	2019/20
	£'000	£'000
Lincolnshire County Council	40,061	43,539
Scheduled Bodies	53,239	56,339
Admitted Bodies	4,978	4,380
<b>Total</b>	<b>98,278</b>	<b>104,258</b>

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## Note 7. Transfers In From Other Pension Funds

	2018/19	2019/20
	£'000	£'000
Individual transfers from other schemes	7,312	10,629
Group transfers from other schemes	-	-
<b>Total</b>	<b>7,312</b>	<b>10,629</b>

There were no material outstanding transfers due to the Pension Fund as at 31 March 2019.

## Note 8. Benefits Payable

Benefits payable are analysed by category below:

	2018/19	2019/20
	£'000	£'000
Pensions	73,016	78,073
Commutations & Lump Sum Retirement Benefits	17,791	18,870
Lump Sum Death Benefits	2,097	2,383
<b>Total</b>	<b>92,904</b>	<b>99,326</b>

These benefits are analysed by type of Member Body as follows:

	2018/19	2019/20
	£'000	£'000
Lincolnshire County Council	49,350	52,290
Scheduled Bodies	39,423	42,340
Admitted Bodies	4,131	4,696
<b>Total</b>	<b>92,904</b>	<b>99,326</b>

## Note 9. Payments To and On Account of Leavers

	2018/19	2019/20
	£'000	£'000
Individual transfers to other schemes	6,990	9,580
Group transfers to other schemes	419	-
Refunds to members leaving service	394	340
<b>Total</b>	<b>7,803</b>	<b>9,920</b>

There were no material outstanding transfers due from the Pension Fund as at 31 March 2019.

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## Note 10. Management Expenses

	2018/19	2019/20
	£'000	£'000
Administration Costs	1,128	1,250
Investment Management Expenses	9,429	10,203
Oversight and Governance Costs	461	580
<b>Total</b>	<b>11,018</b>	<b>12,033</b>

The external audit fee for the year was £0.019m (£0.019m in 2018-19).

A further breakdown of the investment management expenses is shown below:

	2018/19	2019/20
	£'000	£'000
Transaction Costs	738	1,583
Management Fees	7,999	6,804
Performance Related Fees	609	1,641
Custody Fees	83	175
<b>Total</b>	<b>9,429</b>	<b>10,203</b>

## Note 11. Investment Income

	2018/19	2019/20
	£'000	£'000
Equities	18,192	19,323
Pooled Investments:		
- Property	1,629	2,563
- Infrastructure	18	-
- Alternatives	3	1,535
Interest on Cash Deposits	97	192
Stock Lending	464	79
<b>Total</b>	<b>20,403</b>	<b>23,692</b>

# LINCOLNSHIRE PENSION FUND 2019-20

## Note 12. Investments

	2018/19	2019/20
	£'000	£'000
Unquoted Equity Holding in Border to Coast Pensions Partnership	833	833
<b>Total Long Term Investment</b>	<b>833</b>	<b>833</b>
	2018/19	2019/20
	£'000	£'000
Equities	818,260	495,761
Pooled Investments:		
- Property	194,973	190,977
- Infrastructure	44,437	47,736
- Private Equity	22,962	18,026
- Bonds	283,158	414,941
- Equities	649,490	695,082
- Alternatives	290,056	311,218
Cash Deposits	36,413	23,939
Investment Income Due	5,216	3,723
Amount Receivable for Sales	-	-
Open Forward Foreign Exchange (FX)	-	8,335
<b>Total Investment Assets</b>	<b>2,344,965</b>	<b>2,209,738</b>
Open Forward Foreign Exchange (FX)	(1,276)	-
Investment Income Payable	(1)	(18)
Amount Payable for Purchases	-	(127)
<b>Total Investment Liabilities</b>	<b>(1,277)</b>	<b>(145)</b>
<b>Total Net Investment Assets</b>	<b>2,343,688</b>	<b>2,209,593</b>

# LINCOLNSHIRE PENSION FUND 2019-20

## 12A Reconciliation of Movements in Investments

2019/20	Market Value at 31 March 2019	Purchases and Derivative Payments	Sales and Derivative Receipts	Change in Value during the Year	Market Value at 31 March 2020
	£'000	£'000	£'000	£'000	£'000
Equities	818,260	380,719	(784,022)	80,804	495,761
Pooled Investments:					
- Property	194,973	1,124	(3,441)	(1,679)	190,977
- Infrastructure	44,437	2,848	(3,346)	3,797	47,736
- Private Equity	22,962	356	(7,469)	2,177	18,026
- Bonds	283,158	331,502	(197,591)	(2,128)	414,941
- Equities	649,490	429,663	(138,595)	(245,476)	695,082
- Alternatives	290,056	103,443	(111,411)	29,130	311,218
	<b>2,303,336</b>	<b>1,249,655</b>	<b>(1,245,875)</b>	<b>(133,375)</b>	<b>2,173,741</b>
Cash Deposits	36,413				23,939
Other Investment Balances:					
- Open Forward FX	(1,276)				8,335
- Amount Receivable for Sales	-				-
- Investment Income Due	5,215				3,705
- Amount Payable from Purchases	-				(127)
<b>Total Investment Assets</b>	<b>2,343,688</b>				<b>2,209,593</b>

2018/19	Market Value at 31 March 2018	Purchases and Derivative Payments	Sales and Derivative Receipts	Change in Value during the Year	Market Value at 31 March 2019
	£'000	£'000	£'000	£'000	£'000
Equities	751,286	350,985	(335,249)	51,238	818,260
Pooled Investments:					
- Property	194,461	42	(4,989)	5,459	194,973
- Infrastructure	35,420	6,835	(3,294)	5,476	44,437
- Private Equity	29,345	423	(13,271)	6,465	22,962
- Bonds	264,097	12,317	(2,317)	9,061	283,158
- Equities	582,508	-	(1,832)	68,814	649,490
- Alternatives	268,167	78,966	(89,183)	32,106	290,056
	<b>2,125,284</b>	<b>449,568</b>	<b>(450,135)</b>	<b>178,619</b>	<b>2,303,336</b>
Cash Deposits	38,746				36,413
Other Investment Balances:					
- Open Forward FX	50				(1,276)
- Amount Receivable for Sales	1,409				-
- Investment Income Due	4,410				5,215
- Amount Payable from Purchases	(2,016)				-
<b>Total Investment Assets</b>	<b>2,167,883</b>				<b>2,343,688</b>

# LINCOLNSHIRE PENSION FUND 2019-20

## 12B Analysis of Investments

2019/20	UK £'000	Overseas £'000	Total £'000
<b>Quoted</b>			
Equities	0	495,761	495,761
<u>Pooled Investments</u>			
Property - UK Commercial Unit Trusts	175,602	-	175,602
Bonds	414,941	-	414,941
Equities	695,082	-	695,082
<b>Quoted as at 31 March 2020</b>	<b>1,285,625</b>	<b>495,761</b>	<b>1,781,386</b>
<b>Unquoted</b>			
<u>Pooled Investments</u>			
Property	796	14,579	15,375
Infrastructure	43,283	4,453	47,736
Private Equity	-	18,026	18,026
Alternatives	311,218	-	311,218
<b>Unquoted as at 31 March 2020</b>	<b>355,297</b>	<b>37,058</b>	<b>392,355</b>
Cash and Equivalents			23,939
Other Investment Balances - Assets			12,058
Other Investment Balances - Liabilities			(145)
<b>Total as at 31 March 2020</b>			<b>2,209,593</b>
2018/19	UK £'000	Overseas £'000	Total £'000
<b>Quoted</b>			
Equities	15,462	802,798	818,260
<u>Pooled Investments</u>			
Property - UK Commercial Unit Trusts	178,634	-	178,634
Bonds	283,158	-	283,158
Equities	649,490	-	649,490
<b>Quoted as at 31 March 2019</b>	<b>1,126,744</b>	<b>802,798</b>	<b>1,929,542</b>
<b>Unquoted</b>			
<u>Pooled Investments</u>			
Property	1,547	14,792	16,339
Infrastructure	40,458	3,979	44,437
Private Equity	0	22,962	22,962
Alternatives	290,056	-	290,056
<b>Unquoted as at 31 March 2019</b>	<b>332,061</b>	<b>41,733</b>	<b>373,794</b>
Cash and Equivalents			36,413
Other Investment Balances - Assets			5,216
Other Investment Balances - Liabilities			(1,277)
<b>Total as at 31 March 2019</b>			<b>2,343,688</b>



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## 12C Investments Analysed by Fund Manager

Fund Manager	31 March 2019		31 March 2020	
	£'000	%	£'000	%
<b>Externally Managed</b>				
Border to Coast (Global Equity Alpha)	-	-	344,976	15.5
Border to Coast (Investment Grade Credit)	-	-	180,327	8.2
Invesco	545,516	23.2	503,027	22.8
Schroders	136,451	5.8	-	-
Columbia Threadneedle	149,422	6.4	-	-
Morgan Stanley (Global Brands)	219,728	9.4	-	-
Morgan Stanley (Alternatives)	303,948	13.0	323,374	14.6
Morgan Stanley (Private Equity)	24,679	1.1	19,223	0.9
Blackrock	283,157	12.1	234,613	10.6
Legal and General	429,762	18.3	350,106	15.8
<b>Internally Managed</b>				
Property	202,956	8.7	199,975	9.1
Infrastructure	44,686	1.9	49,776	2.3
UK Equity	344	-	1	-
Unallocated Cash	3,039	0.1	4,195	0.2
<b>Total</b>	<b>2,343,688</b>	<b>100.0</b>	<b>2,209,593</b>	<b>100.0</b>

It is required to disclose where there is a concentration of investment (other than in UK Government Securities) which exceeds 5% of the total value of the net assets of the scheme. The investments that fall into this category are as follows:

Fund Manager	31 March 2019		31 March 2020	
	£'000	%	£'000	%
Legal and General UK Equity Fund	429,762	18.2	350,106	15.7
Border to Coast (Global Equity Alpha)	-	-	344,976	15.5
Morgan Stanley Alternative Investments	290,056	12.3	311,218	14.0
Morgan Stanley Global Brands	219,728	9.3	-	-
Border to Coast (Investment Grade Credit)	-	-	180,327	8.1
Blackrock 1-5 year Corporate Bond Fund	139,253	5.9	149,016	6.7

## 12D Stock Lending

The Fund lends stock to third parties under a stock lending agreement with the Fund's custodian, Northern Trust. The total amount of stock on loan at the year-end was £18.934m (£0.001m at 31 March 2019) and this value is included in the net assets statement to reflect the Fund's continuing economic interest in the securities on loan. As security for the stocks on loan, the Fund was in receipt of collateral at the year-end valued at £20.722m (£0.001m at 31 March 2019), which represented 109.4% of the value of securities on loan.

Stock-lending commissions are remitted to the Fund via the custodian. During the period the stock is on loan, the voting rights of the loaned stock pass to the borrower. Income received from stock lending activities, before costs, was £0.079m for the

# LINCOLNSHIRE PENSION FUND 2019-20

year ending 31 March 2020 (£0.464m at 31 March 2019) and is included within the 'Investment Income' figure detailed on the Pension Fund Account. There are no liabilities associated with the loaned assets.

## Note 13. Analysis of Derivatives

The holding in derivatives is used to hedge exposures to reduce risk in the Fund. The use of any derivatives is managed in line with the investment management agreements in place between the Fund and the various investment managers.

The only direct derivative exposure that the Fund has is in forward foreign currency contracts. In order to maintain appropriate diversification and to take advantage of overseas investment returns, a significant proportion of the Fund's quoted equity portfolio is in overseas stock markets.

### Open forward Currency Contracts

Settlement	Currency Bought	Local Value	Currency Sold	Local Value	Asset Value	Liability Value	
		'000		'000	£'000	£'000	
Up to one month	None						
Over one month	GBP	291,727	USD	351,292	8,798	-	
	GBP	7,828	CAD	13,365	260	-	
	GBP	955	AUD	1,925	6	-	
	GBP	17,026	EUR	18,605	536	-	
	EUR	5,230	GBP	4,831	-	(196)	
	USD	18,941	GBP	16,323	-	(1,068)	
<b>Total</b>					<b>9,600</b>	<b>(1,264)</b>	
<b>Net Forward Currency Contracts at 31 March 2020</b>						<b>8,336</b>	
<b>Prior year comparative</b>							
Open forward currency contracts at 31 March 2019						6	(1,282)
<b>Net Forward Currency Contracts at 31 March 2019</b>						<b>(1,276)</b>	

### Profit (Loss) of Forward Currency Deals and Currency Exchange

The profit or loss from any forward deals and from currency exchange is a result of normal trading of the Fund's managers who manage multi-currency portfolios. For 2019-20 this was a loss of £18.145m (£21.050m loss in 2018-19).

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## Note 14. Fair Value – Basis of Valuation

All investments assets are held at fair value in accordance with the requirements of the Code and IFRS13. The basis of the valuation of each class of investment asset is set out below. There has been no change in the valuation techniques used during the year. All assets have been valued using fair value techniques based on the characteristics of each instrument, with the overall objective of maximising the use of market-based information.

Description of Asset	Value Hierarchy	Basis of Valuation	Observable and Unobservable Inputs	Key Sensitivities Affecting the Valuations Provided
Market quoted investments	Level 1	Published bid market price ruling on the final day of the accounting period.	Not Required	Not Required
Exchange traded pooled investments	Level 1	Closing bid value on published exchanges.	Not Required	Not Required
Forward foreign exchange derivatives	Level 2	Market forward exchange rates at the year-end.	Exchange rate risk	Not Required
Pooled investments	Level 2	Closing bid price where bid and offer prices are published. Closing single price where single price published.	NAV-based pricing set on a forward pricing basis.	Not Required
Unquoted Equities and Alternatives	Level 3	Comparable valuation of similar companies in accordance with ' <i>International Private Equity and Venture Capital Valuation Guidelines (2012)</i> '.	EBITDA multiple Revenue multiple Discount for lack of marketability Control premium	Valuations could be affected by post balance sheet events, changes to expected cashflows, or by any differences between audited and unaudited accounts.

### Sensitivity of assets valued at level 3

Having analysed historical data and current market trends, and consulted with independent investment advisors and investment managers, the Fund has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has set out below the consequent potential impact on the closing value of investments held at 31 March 2020.

	Assessed Valuation Range	Value as at 31 March 2020	Value on Increase	Value on Decrease
	(+/-)	£'000	£'000	£'000
Private Equity	24%	18,026	22,352	13,700
Alternatives	10%	311,218	342,340	280,096

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All movements in the assessed valuation range derive from changes in the underlying profitability of component companies, the range in the potential movement of +/-24% for Private Equity and +/-10% for Alternatives is caused by how this profitability is measured since different methods (listed in the first table of Note 14 above) produce different price results.

## 14A Fair Value Hierarchy

Asset and liability valuations have been classified into three levels, according to the quality and reliability of information used to determine fair values. Transfers between levels are recognised in the year in which they occur.

- Level 1  
Assets and liabilities at level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.
- Level 2  
Assets and liabilities at level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value.
- Level 3  
Assets and liabilities at level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data.

The following table provides an analysis of the financial assets and liabilities of the Pension Fund grouped into levels 1 to 3, based on the level at which the fair value is observable.

Values at 31 March 2020 - Observable Fair Value	Quoted Market Price Level 1	Using Observable Inputs Level 2	With Significant Unobservable Level 3	Total
	£'000	£'000	£'000	£'000
Financial assets at fair value through profit and loss	1,609,168	239,042	337,589	2,185,799
Financial liabilities at fair value through profit and loss	-	(130)	(15)	(145)
Financial assets at fair value through other comprehensive income and expenditure	-	-	833	833
<b>Net Investment Assets</b>	<b>1,609,168</b>	<b>238,912</b>	<b>338,407</b>	<b>2,186,487</b>

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Values at 31 March 2019 - Observable Fair Value	Quoted Market Price Level 1	Using Observable Inputs Level 2	With Significant Unobservable Level 3	Total
	£'000	£'000	£'000	£'000
<b>Financial Assets</b>				
Financial assets at fair value through profit and loss	1,755,869	239,658	313,024	2,308,551
Financial liabilities at fair value through profit and loss	-	-	(1,276)	(1,276)
Financial assets at fair value through other comprehensive income and expenditure	-	-	-	-
<b>Net Investment Assets</b>	<b>1,755,869</b>	<b>239,658</b>	<b>311,748</b>	<b>2,307,275</b>

The holding in Border to Coast Pensions Partnership of £0.833m was carried at cost as at 31 March 2019.

## 14B Reconciliation of Fair Value Measurements within Level 3

Period 2019/20	Market value at 31 March 2019	Transfers into Level 3	Transfers out of Level 3	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Unrealised gains/(losses)	Realised gains/(losses)	Market value at 31 March 2020
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Private Equity	22,962	-	-	356	(7,469)	(3,909)	6,086	18,026
Alternatives	288,786	-	-	103,443	(111,411)	37,115	1,615	319,548
Investment in Border to Coast Pensions Partnership	833	-	-	-	-	-	-	833
<b>Total</b>	<b>311,748</b>	<b>-</b>	<b>-</b>	<b>103,799</b>	<b>(118,880)</b>	<b>33,206</b>	<b>7,701</b>	<b>337,574</b>

Period 2018/19	Market value at 31 March 2018	Transfers into Level 3	Transfers out of Level 3	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Unrealised gains/(losses)	Realised gains/(losses)	Market value at 31 March 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Private Equity	29,345	-	-	423	(13,271)	(5,350)	11,815	22,962
Alternatives	268,167	-	-	78,966	(89,183)	52,093	(21,257)	288,786
<b>Total</b>	<b>297,512</b>	<b>-</b>	<b>-</b>	<b>79,389</b>	<b>(102,454)</b>	<b>46,743</b>	<b>(9,442)</b>	<b>311,748</b>

# LINCOLNSHIRE PENSION FUND 2019-20

Unrealised and realised gains and losses are recognised in the profit and losses on disposal and change in market values line of the Fund account.

## Note 15. Financial Instruments

### 15A Classification of Financial Instruments

The following table analyses the carrying amounts of financial instruments by category and net assets statement heading. No financial assets were reclassified during the accounting period.

	31 March 2020			
	Fair value through profit & loss	Assets at amortised cost	Liabilities at amortised cost	Fair value through comprehensive income
	£'000	£'000	£'000	£'000
<b>Financial Assets</b>				
Unquoted Equity Holding in Border to Coast Pensions Partnership	-	-	-	833
Equities	495,761	-	-	-
Pooled Investments:				
- Property	190,977	-	-	-
- Infrastructure	47,736	-	-	-
- Private Equity	18,026	-	-	-
- Bonds	414,941	-	-	-
- Equities	695,082	-	-	-
- Alternatives	311,218	-	-	-
Cash		37,010	-	-
Other Investment Balances	12,058	-	-	-
Debtors		7,347	-	-
	<b>2,185,799</b>	<b>44,357</b>	<b>-</b>	<b>833</b>
<b>Financial Liabilities</b>				
Other Investment Balances	(145)	-	-	-
Creditors	-	-	(3,870)	-
	<b>(145)</b>	<b>-</b>	<b>(3,870)</b>	<b>-</b>
	<b>2,185,654</b>	<b>44,357</b>	<b>(3,870)</b>	<b>833</b>

# LINCOLNSHIRE PENSION FUND 2019-20

	31 March 2019			
	Fair value through profit & loss	Assets at amortised cost	Liabilities at amortised cost	Fair value through comprehensive income
	£'000	£'000	£'000	£'000
<b>Financial Assets</b>				
Unquoted Equity Holding in Border to Coast Pensions Partnership	-	-	-	833
Equities	818,260	-	-	-
Pooled Investments:				
- Property	194,973	-	-	-
- Infrastructure	44,437	-	-	-
- Private Equity	22,962	-	-	-
- Bonds	283,158	-	-	-
- Equities	649,490	-	-	-
- Alternatives	290,056	-	-	-
Cash	-	47,123	-	-
Other Investment Balances	5,215	-	-	-
Debtors	-	9,092	-	-
	<b>2,308,551</b>	<b>56,215</b>	<b>-</b>	<b>833</b>
<b>Financial Liabilities</b>				
Other Investment Balances	(1,276)	-	-	-
Creditors	-	-	(3,129)	-
	<b>(1,276)</b>	<b>-</b>	<b>(3,129)</b>	<b>-</b>
	<b>2,307,275</b>	<b>56,215</b>	<b>(3,129)</b>	<b>833</b>

## 15B Net Gains and Losses on Financial Instruments

	2018/19	2019/20
	£000	£000
<b>Financial Assets</b>		
Fair Value through Profit and Loss	178,619	(133,375)
	<b>178,619</b>	<b>(133,375)</b>

The fund has not entered into any financial guarantees that are required to be accounted for as financial instruments.

## Note 16. Nature and Extent of Risks Arising from Financial Instruments

### **Risk and Risk Management**

The Fund's primary long-term risk is that its assets will fall short of its liabilities (i.e. the promised benefits payable to members). Therefore, the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity for gains across the Fund. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's forecast cash flows. The Fund manages these investment risks as part of its overall Pension Fund risk management programme.

#### **a) Market Risk**

Market risk is the loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The Fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future prices and yield movements and the asset mix.

To mitigate market risk, the Pension Fund invests in a diversified pool of assets to ensure a reasonable balance between different categories, having taken advice from the Fund's Investment Consultant. The management of the assets is split between a number of managers with different performance targets and investment strategies. Risks associated with the strategy and investment returns are included as part of the quarterly reporting to the Pensions Committee where they are monitored and reviewed.

#### **Other Price Risk**

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivative price risk. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instrument.



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The Fund's investment managers mitigate this price risk through diversification, and the selection of securities and other financial instruments is monitored by the Council to ensure it is within limits specified in the Fund investment strategy.

## Other Price Risk - Sensitivity Analysis

Following analysis of historical data and expected investment return during the financial year, the Fund, in consultation with a fund manager, has determined that the following movements in market price are reasonably possible for 2019-20; assuming that all other variables, in particular foreign exchange rates and interest rates remain the same:

Asset Type	Potential market movements (+/-)
UK Equities	30.0%
Overseas Equities	33.0%
UK Bonds	16.0%
Property	19.0%
Infrastructure	17.0%
Private Equity	24.0%
Alternatives	10.0%

Had the market price of the Fund's investments increased/decreased in line with the above, the change in net assets available to pay benefits would have been as follows (the prior year comparative is shown below):

Asset Type	Value at 31 March 2020	Percentage Change	Value on Increase	Value on Decrease
	£'000	%	£'000	£'000
UK Equities	695,082	30.0%	903,607	486,557
Overseas Equities	495,761	33.0%	659,362	332,160
UK Bonds	414,941	16.0%	481,332	348,550
Property	190,977	19.0%	227,263	154,691
Infrastructure	47,736	17.0%	55,851	39,621
Private Equity	18,026	24.0%	22,352	13,700
Alternatives	311,218	10.0%	342,340	280,096
<b>Total Assets Available</b>	<b>2,173,741</b>		<b>2,692,107</b>	<b>1,655,375</b>

Asset Type	Value at 31 March 2019	Percentage Change	Value on Increase	Value on Decrease
	£'000	%	£'000	£'000
UK Equities	664,952	13.0%	751,396	578,508
Overseas Equities	802,798	13.0%	907,162	698,434
UK Bonds	283,158	5.0%	297,316	269,000
Property	194,973	15.0%	224,219	165,727
Infrastructure	44,437	17.0%	51,991	36,883
Private Equity	22,962	24.0%	28,473	17,451
Alternatives	290,056	10.0%	319,062	261,050
<b>Total Assets Available</b>	<b>2,303,336</b>		<b>2,579,619</b>	<b>2,027,053</b>

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## Interest rate risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risk, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes to market interest rates.

The Fund's direct exposure to interest rate movements as at 31 March 2020 and 31 March 2019 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair values.

## Interest rate risk - sensitivity analysis

The Fund recognises that interest rates can vary and can affect both income to the Fund and carrying value of Fund assets, both of which affect the value of the net assets available to pay benefits. The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 1% change in interest rates.

### Assets Exposed to Interest Rate Risk

Asset Type	Value at 31 March 2020	Percentage movement on 1% change in Interest Rates	Value on Increase	Value on Decrease
	£'000		£'000	£'000
Cash and Cash Equivalents	23,939	-	23,939	23,939
Cash Balances	13,071	-	13,071	13,071
Bonds	414,941	4,149	419,090	410,792
<b>Total</b>	<b>451,951</b>	<b>4,149</b>	<b>456,100</b>	<b>447,802</b>

Asset Type	Value at 31 March 2019	Percentage movement on 1% change in Interest Rates	Value on Increase	Value on Decrease
	£'000		£'000	£'000
Cash and Cash Equivalents	36,413	-	36,413	36,413
Cash Balances	10,710	-	10,710	10,710
Bonds	283,158	2,832	285,990	280,326
<b>Total</b>	<b>330,281</b>	<b>2,832</b>	<b>333,113</b>	<b>327,449</b>

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## Income Exposed to Interest Rate Risk

Asset Type	Value at 31 March 2020	Percentage movement on 1% change in Interest Rates	Value on Increase	Value on Decrease
	£'000		£'000	£'000
Cash Deposits, Cash and Cash Equivalents	192	2	194	190
Bonds	-	-	-	-
<b>Total</b>	<b>192</b>	<b>2</b>	<b>194</b>	<b>190</b>

Asset Type	Value at 31 March 2019	Percentage movement on 1% change in Interest Rates	Value on Increase	Value on Decrease
	£'000		£'000	£'000
Cash Deposits, Cash and Cash Equivalents	97	1	98	96
Bonds	-	-	-	-
<b>Total</b>	<b>97</b>	<b>1</b>	<b>98</b>	<b>96</b>

This analysis demonstrates that a 1% increase in interest rates will not affect the interest received on fixed interest assets but will reduce their fair value, and vice versa. Changes in interest rates do not impact on the value of cash and cash equivalent balances but they will affect the interest income received on those balances.

### Currency risk

Currency risk represents the risk that future cash flows will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on any cash balances and investment assets not denominated in UK sterling. Following analysis of historical data and in consultation with an investment manager, the Fund considers the likely volatility associated with foreign exchange rate movements to be not more than 10%, as measured by one standard deviation (8% in 2018-19). A 10% strengthening/weakening of the pound against various currencies in which the Fund holds investments would increase/decrease the net asset available to pay benefits as follows:

### Assets Exposed to Currency Risk

Asset Type	Value at 31 March 2020	Percentage Market Movement	Value on Increase	Value on Decrease
	£'000		£'000	£'000
Overseas Equities	495,761	49,576	545,337	446,185
<b>Pooled Investments:</b>				
Overseas Property	14,579	1,458	16,037	13,121
Overseas Infrastructure	4,453	445	4,898	4,008
Overseas Private Equity	18,026	1,803	19,829	16,223
<b>Total</b>	<b>532,819</b>	<b>53,282</b>	<b>586,101</b>	<b>479,537</b>

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Asset Type	Value at 31 March 2019	Percentage Market Movement	Value on Increase	Value on Decrease
	£'000	£'000	£'000	£'000
Overseas Equities	802,798	64,224	867,022	738,574
<b>Pooled Investments:</b>				
Overseas Property	14,792	1,183	15,975	13,609
Overseas Infrastructure	3,979	318	4,297	3,661
Overseas Private Equity	22,962	1,837	24,799	21,125
<b>Total</b>	<b>844,531</b>	<b>67,562</b>	<b>912,093</b>	<b>776,969</b>

## **b) Credit Risk**

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund's financial assets and liabilities.

The Fund is additionally exposed to credit risk through securities lending and its daily treasury activities.

The securities lending programme is run by the Fund's custodian, Northern Trust, who manage and monitor the counterparty risk, collateral risk and the overall lending programme. The minimum level of collateral for securities on loan is 102%, however more collateral may be required depending upon type of transaction. This level is assessed daily to ensure it takes account of market movements. To further mitigate risk, Northern Trust provide an indemnity to cover borrower default, overnight market risks, fails on return of loaned securities and entitlements to securities on loan. Securities lending is capped by investment regulations and statutory limits are in place to ensure that no more than 25% of eligible assets can be on loan at any one time.

The Pension Fund's bank account is held at Barclays, which holds an 'A' long term credit rating (Fitch Credit Rating Agency) and it maintains its status as a well-capitalised and strong financial organisation. The management of the cash held in this account is carried out by the Council's Treasury Manager, in accordance with an agreement signed by the Pensions Committee and the Council. The agreement stipulates that the cash is pooled with the Council's cash and managed in line with the policies and practices followed by the Council, as outlined in the CIPFA Code of Practice for Treasury Management in the Public Services and detailed in its Treasury Management Practices.

## **c) Liquidity risk**

Liquidity risk represents the risk that the Fund will not be able to meet its financial obligations as they fall due.

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The Council takes steps to ensure that the Fund has adequate cash resources to meet its commitments.

The Fund holds a working cash balance in its own bank account to cover the payment of benefits and other lump sum payments. At an investment level, the Fund holds a large proportion of assets in listed equities – instruments that can be liquidated at short notice, normally three working days. As at 31 March 2019, these assets totalled £1,605.784m (£1,750.908m as at 31 March 2019), with a further £37.010m held in cash (£47.123m as at 31 March 2019). Currently, the Fund is cash flow positive each month (i.e. the contributions received exceed the pensions paid). This position is monitored regularly and reviewed at least every three years alongside the Triennial Valuation.

## Note 17. Funding Arrangements

In line with the Local Government Pension Scheme Regulations 2013, the Fund's actuary undertakes a funding valuation every three years for the purpose of setting employer contribution rates for the forthcoming triennial period. The valuation which applies to the 2019-20 accounts took place as at 31 March 2016. The details set in the note below relate to this valuation. The next valuation took place on 31 March 2019 and relates to accounting periods from 1 April 2020.

The key elements of the funding policy are:

- to ensure the long-term solvency of the Fund, i.e. that sufficient funds are available to meet all pension liabilities as they fall due for payment;
- to ensure that employer contribution rates are as stable as possible;
- to minimise the long-term cost of the scheme by recognising the link between assets and adopting an investment strategy that balances risk and return;
- to reflect the different characteristics of employing bodies in determining contribution rates where reasonable to do so; and
- to use reasonable measures to reduce the risk to other employers and ultimately to the council tax payer from an employer defaulting on its pension obligations.

The aim is to achieve 100% solvency over a period of 20 years and to provide stability in employer contribution rates, where possible. Solvency is achieved when the funds held, plus future expected investment returns and future contributions are sufficient to meet expected future pension benefits payable. When an employer's funding level is less than the 100% funding target, then a deficit recovery plan will be put in place requiring additional employer contributions.

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At the 2016 actuarial valuation, the Fund was assessed as 76.9% funded (71.5% at the March 2013 valuation). This corresponded to a deficit of £529m (2013 valuation: £597m) at that time.

The table below summarises the whole Fund Primary and Secondary Contribution rates at this triennial valuation. The Primary rate is the payroll weighted average of the underlying individual employer primary rates and the Secondary rate is the total of the underlying individual employer secondary rates (before any pre-payment or capitalisation of future contributions), calculated in accordance with the Regulations and CIPFA guidance.

Primary Rate (% of Pay)	Secondary Rate £'000		
	2017/18	2018/19	2019/20
17.40%	18,004	20,539	23,222

At the previous formal valuation at 31 March 2013, a different regulatory regime was in force. Therefore a contribution rate that is directly comparative to the rates above is not provided.

Individual employers' rates will vary from the common contribution rate depending on the demographic and actuarial factors particular to each employer. Full details of the contribution rates payable can be found in the 2016 Actuarial Valuation report on the Fund's website.

The market value of the Fund's assets as at the valuation date are compared against the value placed on the Fund's liabilities in today's terms (calculated using a market-based approach). By maintaining a link to the market in both cases, this helps ensure that the assets and liabilities are valued in a consistent manner. The calculation of the Fund's liabilities also explicitly allows for expected future pay and pension increases.

The principal assumptions were as follows:

## Financial Assumptions

Future Assumed Returns as at 2016	%
UK Equities	5.9
Overseas Equities	5.5
Fixed Interest GILTS	2.2
Index Linked GILTS	2.2
Corporate Bonds	3.4
Property & Infrastructure	3.8
Cash	2.5

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Other Financial Assumptions	31 March 2013	31 March 2016
	% p.a.	% p.a.
Discount Rate	4.6	4.0
Price Inflation (RPI)	3.3	3.2
Pay Increases (*)	3.8	2.6
Pension Increases	2.5	2.1
Revaluation of Deferred Pension	2.5	2.1
Revaluation of Accrued CARE Pension	2.5	2.1
Expenses	0.4	0.5

(\*) An allowance is also made for promotional pay increases

## Demographic Assumptions

The baseline longevity assumptions are a bespoke set specifically tailored to fit the membership profile of the Fund. These base tables are then projected using the CMI 2013 Model, allowing for a long-term rate of improvement of 1.25% per year. The assumed life expectancy from age 65 is as follows:

	31 March 2013	31 March 2016
	Years	Years
<b>Males:</b>		
Current Pensioners	22.2	22.1
Future Pensioners	24.5	24.1
<b>Females:</b>		
Current Pensioners	24.4	24.4
Future Pensioners	26.8	26.6

## Commutation assumption

It is assumed that future retirees will take 50% of the maximum additional tax-free lump sum up to HMRC limits for pre-April 2008 service and 75% of the maximum for post-April 2008 service.

## 50:50 option

It is assumed that 2% of active members (evenly distributed across age, service length and salary range) will take up the 50:50 option in the LGPS 2014 scheme.

## Note 18. Actuarial Present Value of Promised Retirement Benefits

Below is the note provided by the Fund's Actuary, Hymans Robertson; to provide the Actuarial present value of the promised retirement benefits as required under the Code. The report titled 'Actuarial Valuation as at 31 March 2020 for IAS 19 purposes' referred to in the note can be obtained from the Pensions section at the County Council.

# LINCOLNSHIRE PENSION FUND 2019-20

## Pension Fund Accounts Reporting Requirement

### Introduction

CIPFA's Code of Practice on Local Authority Accounting 2019-20 requires Administering Authorities of LGPS funds that prepare pension fund accounts to disclose what IAS26 refers to as the actuarial present value of promised retirement benefits. I have been instructed by the Administering Authority to provide the necessary information for the Lincolnshire Pension Fund ("the Fund").

The actuarial present value of promised retirement benefits is to be calculated similarly to the Defined Benefit Obligation under IAS19. There are three options for its disclosure in the pension fund accounts:

- showing the figure in the Net Assets Statement, in which case it requires the statement to disclose the resulting surplus or deficit;
- as a note to the accounts; or
- by reference to this information in an accompanying actuarial report.

If an actuarial valuation has not been prepared at the date of the financial statements, IAS26 requires the most recent valuation to be used as a base and the date of the valuation disclosed. The valuation should be carried out using assumptions in line with IAS19 and not the Fund's funding assumptions.

### Present value of promised retirement benefits

Year Ended	31 March 2019 £'m	31 March 2020 £'m
Active Members	1,793	1,368
Deferred Members	843	704
Pensioners	1,131	1,268
<b>Total</b>	<b>3,767</b>	<b>3,340</b>

The promised retirement benefits at 31 March 2020 have been projected using a roll forward approximation from the latest formal funding valuation as at 31 March 2019. The approximation involved in the roll forward model means that the split of benefits between the three classes of member may not be reliable. However, I am satisfied that the total figure is a reasonable estimate of the actuarial present value of benefit promises.

Note that the above figures at 31 March 2020 include an allowance for the "McCloud ruling", i.e. an estimate of the potential increase in past service benefits arising from this case affecting public service pension schemes.



# LINCOLNSHIRE PENSION FUND 2019-20

The figures include both vested and non-vested benefits, although the latter is assumed to have a negligible value. Further, I have not made any allowance for unfunded benefits.

It should be noted the above figures are appropriate for the Administering Authority only for preparation of the pension fund accounts. They should not be used for any other purpose (i.e. comparing against liability measures on a funding basis or a cessation basis).

## Assumptions

The assumptions used are those adopted for the Administering Authority's IAS19 report and are different as at 31 March 2020 and 31 March 2019. I estimate that the impact of the change in financial assumptions to 31 March 2020 is to decrease the actuarial present value by £339m. I estimate that the impact of the change in demographic and longevity assumptions is to decrease the actuarial present value by £118m.

## Financial assumptions

Year Ended (% p.a.)	31 March 2019	31 March 2020
Pension Increase Rate	2.5%	1.9%
Salary Increase Rate	2.9%	2.2%
Discount Rate	2.4%	2.3%

## Longevity assumptions

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and a long term rate of 1.25% p.a.. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	21.4 years	23.7 years
Future Pensioners (assumed to be aged 45 at the latest formal valuation)	22.4 years	25.2 years

Please note that the longevity assumptions have changed since the previous IAS26 disclosure for the Fund.

## Commutation assumptions

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

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## Sensitivity Analysis

CIPFA guidance requires the disclosure of the sensitivity of the results to the methods and assumptions used. The sensitivities regarding the principal assumptions used to measure the liabilities are set out below:

Sensitivity to the assumptions for the year ended 31 March 2020	Approximate % increase to liabilities	Approximate monetary amount (£'m)
0.5% p.a. increase in the Pension Increase Rate	9%	299
0.5% p.a. increase in the Salary Increase Rate	1%	31
0.5% p.a. increase in the Real Discount Rate	10%	332

The principal demographic assumption is the longevity assumption. For sensitivity purposes, I estimate that a 1 year increase in life expectancy would approximately increase the liabilities by around 3-5%.

## Professional notes

This paper accompanies my covering report titled 'Actuarial Valuation as at 31 March 2020 for accounting purposes'. The covering report identifies the appropriate reliances and limitations for the use of the figures in this paper, together with further details regarding the professional requirements and assumptions.

Anne Cranston AFA

18 May 2020

For and on behalf of Hymans Robertson LLP

## Note 19. Current Assets

	31 March 2019	31 March 2020
	£'000	£'000
<b>Short Term Debtors:</b>		
Contributions due - Employers	5,238	4,782
Contributions due - Employees	1,375	1,431
Sundry Debtors	2,479	1,078
<b>Short Term Debtors</b>	<b>9,092</b>	<b>7,291</b>
Cash Balances	10,710	13,071
<b>Cash Balances</b>	<b>10,710</b>	<b>13,071</b>
<b>Total Current Assets</b>	<b>19,802</b>	<b>20,362</b>

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## Note 20. Current Liabilities

	31 March 2019	31 March 2020
	£'000	£'000
<b>Creditors:</b>		
Contributions - paid in advance	(34)	(122)
Sundry Creditors	(3,095)	(3,748)
<b>Total Current Liabilities</b>	<b>(3,129)</b>	<b>(3,870)</b>

## Note 21. Additional Voluntary Contributions

Scheme members may make additional contributions to enhance their pension benefits. All Additional Voluntary Contributions (AVC) are invested in a range of investment funds managed by the Prudential plc. At the year end, the value of AVC investments (excluding any final bonus) amounted to £8.077m (£8.683m in 2018-19). Member contributions of £0.909m (£0.998m in 2018-19) were received by the Prudential in the year to 31 March and £1.782m (£1.700m in 2018-19) was paid out to members.

The value of AVC funds and contributions received in the year are not included in the Fund Account and Net Assets Statement.

## Note 22. Related Party Transactions

The Lincolnshire Pension Fund is administered by Lincolnshire County Council.

During the reporting period, the Council incurred costs of £0.231m in relation to the administration of the Fund and was subsequently reimbursed by the Fund for these expenses. The Council is also the single largest employer of members of the Pension Fund and contributed £34.135m to the Fund in 2019-20. All monies owing to and due from the Fund were paid in year.

The Treasury Management section of the Council acts on behalf of the Pension Fund to manage the cash position held in the Pension Fund bank account. This is amalgamated with the Council's cash and lent out in accordance with the Council's Treasury Management policies. During the year, the average balance in the Pension Fund bank account was £13.016m and interest of £0.127m was earned over the year.

Each member of the Pension Fund Committee is required to declare their interests at each meeting and also is asked to sign an annual declaration disclosing any related party transactions. Three Committee members: Cllr P Key, A Antcliff (Employee Representative) and S Larter (Small Scheduled Bodies Representative) were

# LINCOLNSHIRE PENSION FUND 2019-20

contributing members of the Pension Fund during 2019-20. Cllr R Waller's daughter (District Council Representative) was also a contributing member of the scheme during 2019-20. S Larter (Small Scheduled Bodies Representative) is also a deferred member of the scheme.

## Note 23. Key Management Personnel

Paragraph 3.9.4.4 of the Code exempts local authorities from the key management personnel disclosure requirements of IAS24, on the basis that the disclosure requirements for officer remuneration and members' allowances detailed in section 3.4 of the Code (which are derived from the requirements of Schedule 1 of the Accounts and Audit (England) Regulations 2015) satisfy the key management and personnel disclosure requirements of paragraph 16 of IAS24. This applies in equal measure to the accounts of Lincolnshire Pension Fund.

The Fund does not employ any staff directly. Lincolnshire County Council employs the staff involved in providing the duties of the Administering Authority for the Fund (the pensions administration service is provided by West Yorkshire Pension Fund working in partnership with the Lincolnshire Pension Fund). Disclosure of the remuneration awarded to key management personnel is included in the officers' remuneration disclosure in the notes to the Lincolnshire County Council Statement of Accounts for 2019-20 (at Note 36), which is available on the Council's website at <https://www.lincolnshire.gov.uk/local-democracy/finances-and-budget/>.

## Note 24. Contingent Liabilities and Contractual Commitments

At 31 March 2020 the Fund had outstanding capital commitments (investments) to nineteen investment vehicles, amounting to £35.035m (£37.346m as at 31 March 2019). These commitments relate to outstanding call payments due on unquoted limited partnerships making investments in private equity, property or infrastructure funds. The amounts 'called' by these funds are irregular in both size and timing over the lifetime of the funds.

## Note 25. Contingent Assets

Seven admitted body employers in the Fund hold insurance bonds or equivalent cover to guard against the possibility of being unable to meet their pension obligations. These arrangements are drawn in favour of the Pension Fund and payment will only be triggered in the event of employer default. No such defaults have occurred in 2019-20 (or for 2018-19).

# LINCOLNSHIRE PENSION FUND 2019-20

## Note 26. Impairment Losses

The Fund has no recognised impairment losses.

## Note 27. Exchange Rates Applied

The exchange rates used at 31 March 2020 per £1 sterling were:

Exchanges Rates Applied	
Australian Dollar	2.0259
Canadian Dollar	1.7649
Swiss Franc	1.1997
Danish Krone	8.4327
Euro	1.1301
Hong Kong Dollar	9.6107
New Israeli Shekel	4.3863
Japanese Yen	133.8588
Norwegian Krone	13.0207
Swedish Krona	12.2851
Singapore Dollar	1.7655
US Dollar	1.2400

# AUDIT OPINIONS 2019-20

# AUDIT OPINIONS 2019-20

# AUDIT OPINIONS 2019-20



# AUDIT OPINIONS 2019-20

# AUDIT OPINIONS 2019-20

# AUDIT OPINIONS 2019-20

# AUDIT OPINIONS 2019-20

# Draft Annual Governance Statement 2020



# ANNUAL GOVERNANCE STATEMENT 2020

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# ANNUAL GOVERNANCE STATEMENT 2020

## Executive summary

Lincolnshire County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded.

The statement enables us to monitor our achievements and to provide assurance that our strategic objectives have led to the delivery of strong, effective services which continue to provide value for money.

This statement has been prepared by those with knowledge of the key governance issues facing the Council and conforms to good practice<sup>[1]</sup>.

Whilst our governance, risk and control arrangements up to 31<sup>st</sup> March 2020 has largely been unaffected by the coronavirus - emergency measures implemented have resulted in a significant level of change to our business practices, how we work with partners and deliver our services to the community. The level of impact is also changing as the situation develops – the future is not what we thought it would be a few months ago.

We recognise the importance of having good leadership and management, effective processes and other appropriate controls in place to have a well-run Council. We are very proud of how the Council has continued to support and help our communities during this challenging time – working with private, public and voluntary partners.

***"Working together in reducing the risk Covid-19 presents to our communities – ensuring sufficient resources, capacity and expertise within the health and care system to support members of our communities at times of need and thereby save lives".***

The whole Council has been involved in the response effort in one way or another. This has been an enormous collective effort and whilst there is still a long way to go, everyone should be proud of how they and their colleagues have risen to the challenges involved to date.

What worked before and what needs to happen in the future has changed – our response and re-set will enable us to re-focus our Corporate Plan and transformation plan which will lead to a change in how we deliver services. We have therefore identified the re-set of our organisation as a significant governance issue and opportunity.

## Significant governance issue

Key improvement area	Lead officer	To be delivered by
Reviewing lessons learned from our response to Covid-19 – implementing a re-set plan over the short, medium and longer term.	Chief Executive and Corporate Leadership Team	Transformation and recovery critical success factors will be monitored throughout the year.

<sup>[1]</sup> CIPFA/ SOLACE Delivering Good Governance in Local Government – published April 2016

# ANNUAL GOVERNANCE STATEMENT 2020

We have also identified a number of improvements over our governance framework – these can be found later in the document and will be monitored through the Council's performance management processes.

Signed on behalf of Lincolnshire County Council

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Councillor Martin Hill OBE  
*Leader of the Council*

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Debbie Barnes OBE  
*Chief Executive*

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Andrew Crookham  
*Executive Director – Resources*



# ANNUAL GOVERNANCE STATEMENT 2020

## What is corporate governance?

Good governance can mean different things to people – in the public sector it means:

*"Achieving the intended outcomes while acting in the public interest at all times"*

Corporate governance generally refers to the processes by which an organisation is directed, controlled, led and held to account.

The Council's governance framework aims to ensure that in conducting its business it:

- operates in a lawful, open, inclusive and honest manner
- makes sure public money is safeguarded, properly accounted for and spent wisely
- has effective arrangements in place to manage risk
- meets the needs of Lincolnshire communities - secures continuous improvements in the way it operates.

Our governance framework comprises of the culture, values, systems and processes by which the Council is directed and controlled. It brings together an underlying set of legislative and regulatory requirements, good practice principles and management processes. The full governance framework can be found at the end of this document.

Each year the Council is required to produce an Annual Governance Statement (AGS) which describes how its corporate governance arrangements have been working. To help us do this the Council's Audit Committee undertakes a review of our governance framework and the development of the AGS.

It is crucial to the Council's success that its governance arrangements are applied in a way that demonstrates the spirit and ethos of good governance – this cannot be achieved by rules and procedures alone. The Council is expected to have a culture that places the public and integrity at the heart of its business.

On the 15th June 2020 the Audit Committee considered and challenged the content and the significant governance issues identified in the draft Statement – ensuring that the Statement properly reflects how the Council is run – identifying any improvement actions.

The final statement was formally approved by the Audit Committee on the 13<sup>th</sup> July 2020 where it was recommended for signing by the Leader of the Council, Chief Executive and the Executive Director – Resources.

# ANNUAL GOVERNANCE STATEMENT 2020

## Principles of corporate governance



### Principle A: Integrity and values

- Staying true to our strong ethical values and standards of conduct
- Respecting the rule of law
- Creating a culture where statutory officers and other key post holders are able to fulfil their responsibilities
- Ensuring fraud, corruption and abuse of position are dealt with effectively
- Ensuring a safe environment to raise concerns and learning from our mistakes



### Principle B: Openness and engagement

- Keeping relevant information open to the public and continuing their involvement
- Consultation feedback from the public is used to support service and budget decisions
- Providing clear rationale for decision making – being explicit about risk, impact and benefits.
- Having effective scrutiny to constructively challenge what we do and the decisions made



### Principle C: Working together

- Having a clear vision and strategy to achieve intended outcomes - making the best use of resources and providing value for money
- Being clear about expectations - working effectively together within the resources available
- Developing constructive relationships with stakeholders
- Having strong priority planning and performance management processes in place
- Taking an active and planned approach to consult with the public
- Regularly consult with employees and their representatives



### Principle D: Making a difference

- Having a clear vision and strategy setting out our intended outcome for citizens and service users



### Principle E: Capability

- Clear roles and responsibilities for council leadership
- Maintaining a development programme that allows councillors and officers to gain the skills and knowledge they need to perform well in their roles.
- Evaluating councillor and officers' performance
- Regular oversight of performance, compliments and complaints to enable results (outcomes) to be measured and enable learning



### Principle F: Managing risk and performance

- Ensuring that effective risk management and performance systems are in place, and that these are integrated in our business systems / service units
- Having well developed assurance arrangements in place – including any commercial activities
- Having an effective Audit Committee
- Effective counter fraud arrangements in place



### Principle G: Transparency and accountability

- Having rigorous and transparent decision making processes in place
- Maintaining an effective scrutiny process
- Publishing up to date and good quality information on our activities and decisions.
- Maintaining an effective internal and external audit function

# ANNUAL GOVERNANCE STATEMENT 2020

## Looking back at 2018/19

A number of improvement actions were identified as part of last year's 2018/19 Annual Governance Statement.

The table below shows progress with these actions:

Key improvement area	To be delivered by (original target date)	Progress
IT governance	31 <sup>st</sup> March 2018	Behind Plan
Governance and oversight of key projects and transformation programmes	31 <sup>st</sup> March 2020	On track to approve transformation plan in June 2020. Being revisited in light of Covid-19.
Business World – re-engagement (our ERP system)	31 <sup>st</sup> December 2019	Behind Plan
Update of Corporate Plan & performance management arrangements	31 <sup>st</sup> March 2020	On track – Corporate Plan approved December 2019. New performance monitoring arrangements being developed. Corporate Plan being reset in light of Covid-19.

## Areas behind plan

### IT Governance

It had taken longer than originally planned to update the Council's IT and ensure tight governance across the Council. This related to us not investing in a regular programme of maintaining our IMT systems and keeping them up to date. By creating and implementing a Strategic IMT Board in 2019 and by the Council and Serco jointly fully committing to complete the challenging 'Fixing the Basics' programme in 2019/20, we have now addressed almost all of the required upgrades to ensure we maintain a safe, secure and effective IMT service.

Covid-19 has had a major impact on the Council. Due to the significant work undertaken to improve the Council's IMT infrastructure within the 'Fixing the Basics' programme and the dedication of the IMT service and Serco, we were quickly able to increase the number of staff successfully accessing systems remotely from a previous maximum of around 400 to now over 4,000 at any one time, and also introduce Teams to enable the Council to continue delivering its services and work remotely in an effective and modern way.

### Business World – re-engagement (our ERP system)

Hoople Ltd (a private limited company – with public sector shareholders, namely Herefordshire Council and Wye Valley NHS Trust) has been engaged as implementation partner for our ERP system.

It has taken longer than originally planned to pull together the Shareholder Agreement with us but this is now progressing well through our respective legal teams.

Our Business World re-design work with Hoople Ltd commenced in January 2020 – a key dependency in our move to the new ERP system and standardising our business processes.

# ANNUAL GOVERNANCE STATEMENT 2020

## How the Council works

The Annual Governance Statement covers the 2019/20 financial year. The information below relates to this period.

**The Council is made up of 70 councillors and operates a 'Leader and Executive' model of decision making.**

- All 70 councillors meet to agree the budget and policy framework.

**The Executive makes the decisions that deliver the budget and policy framework of the council and consists of a minimum of 2 members and a maximum of 10.**

- In 2019/20 the Leader and 7 councillors sat on the Executive.

**The remaining 62 councillors form Scrutiny and Regulatory committees.**

- These committees develop policy and scrutinise decisions made by the Executive officers – holding them to account.
- A number of these committees deal with regulatory issues.



During 2019/20 the Council reviewed its Member Code of Conduct in the light of the recommendations of the Committee on Standards in Public Life.

It also undertook a review of its Overview and Scrutiny arrangements in the light of Statutory Guidance issued on local authority scrutiny arrangements by the government.

The onset of Covid19 and subsequent lockdown has had a significant impact on all areas of the public sector. The impact on governance will be felt by all organisations and there will be some aspects experienced by all, for example changes to decision making arrangements and the conduct of meetings. Other aspects will reflect changes to the organisation's priorities and programmes.

# ANNUAL GOVERNANCE STATEMENT 2020

## Outcomes

### Our plan and performance dashboard

We want to support a society where people contribute to their communities and are willing and able to look after themselves and others; a county where:



A link to the Performance Dashboard can be found [here](#).

### Performance summary

We achieved the majority of the targets we set out in our Council Business Plan 2019/20. We track our progress with the performance of the 17 commissioning strategies is shown below:

Note: performance up to 31<sup>st</sup> December 2019. Reporting for Q4 has been deferred due to the Council's emergency response to Covid-19.



# ANNUAL GOVERNANCE STATEMENT 2020

We asked the Local Government Association to undertake a **Corporate Peer Review in September 2019** (*insert link*). Their feedback stated that:

"Lincolnshire County Council is a stable, reliable and solid organisation delivering good quality services to its residents. It is financially strong and has maintained a particular focus on children and adult services and delivers these to a very good standard – with children's services having been judged as "Outstanding".

Areas where they recommended improvements included:

- *Develop a clear, bold and inclusive vision and strategy for Lincolnshire in conjunction with partners and residents.*
- *Review the membership of "Leaders in Lincolnshire" forum to ensure that key partners are involved and that it does what it says on the tin.*
- *Finalise the corporate plan and "Lead on the front-foot" by reaching out to key partners and communities to reset and strengthen relationships.*
- *Embed the corporate plan and the 'One Council' model into the organisation through an organisational development programme.*
- *Improve transparency of the financial reports.*
- *Develop and implement a climate strategy for Lincolnshire.*

## Council's Response to Covid-19

The whole Council has been involved in the response effort in one way or another. This has been an enormous collective effort and whilst there is still a long way to go, everyone should be proud of how they and their colleagues have risen to the challenges involved to date.

### Potential Outbreak (January 2020)

The Council was alert to the potential need for an emergency response as the situation in China developed, engaging with national and regional agencies to ensure that international intelligence informed local actions.

The Director of Public Health took the strategic lead for the county, pro-actively monitoring the international situation and World Health Organisation (WHO) information and attendance at virtual briefings with the Chief Medical Officer, Public Health England and liaison with the Association of Directors of Public Health. The Director of Public Health briefed the Council's Corporate Leadership Team (CLT), Executive members and partner agencies to enable an effective response when required. The first precautionary strategic coordination group (SCG) was called on Friday 31st January to brief the Lincolnshire Resilience Forum (LRF) on the emerging situation.

### Early Response (February 2020)

With the spread of the virus from China to other parts of the world, LCC Public Health moved to initiate & support the Council and wider system response. Council Directorates moved to review business continuity plans. LRF Precautionary Calls were launched & the precautionary Strategic Command Group was stood up and chaired by Director of Public Health. The WHO raised the threat level at the end of February.

# ANNUAL GOVERNANCE STATEMENT 2020

## **Response Activation (March 2020 on-going)**

The Director of Public Health continued as the chair of the Strategic Command Group for the Covid-19 incident and LRF stood up countywide emergency systems through the LRF. Colleagues in Public Health and other Council Directorates assumed strategic, tactical and operational roles, as cell chairs, etc. Business continuity plans were implemented across the Council, particularly in Adult Care & Children's Service to identify the most vulnerable service users and ensure capacity to support them. Non-essential work was risk assessed and put on hold to free staff capacity. New budget reporting processes were established to track covid related spend

The Health Protection Team established a dedicated response team and set up enquiry lines, with Public Health Registrars adding extra clinical expertise and staffing resilience. Working with Commercial Team colleagues, stocks of PPE were reviewed and augmented, with PPE distributed to key settings. Significant work was undertaken with commissioned providers to ensure their resilience, with daily calls to review impact and assurance of financial stability. Significant work was undertaken to establish new and adapt existing services to support business grant distribution and support the most vulnerable people, working closely with District Councils to redesign the Wellbeing Service, with considerable support from Serco colleagues. Systems were put in place to mobilise volunteers and community groups, with light touch due diligence checks to enable activity but provide appropriate safeguards.

Staff with health needs were able to start working from home, followed during the week commencing 23 March, with a wider closure of LCC offices in response to the government requirements, enabled by significant support by IT colleagues to move from c400 to over 4000 people able to access systems.

The Council provided daily video briefings to the community regarding its services. The DPH provided regular radio interviews to support community information, understanding and response.

## **Response & Recovery (May 2020 onwards)**

Whilst response activity continues (and for some services will last well into 2021), recovery planning is advancing at the Council and through the Lincolnshire Resilience Forum, with identification of risks and threats, but also of opportunities to adapt services for a 'new normal'.

We continue to support the care home sector, communities and businesses – helping to build resilience and sustainability during this crisis and beyond.

A Local Outbreak Control Plan is being developed – with oversight by the Local Outbreak Engagement Board. The plan aims to set out County's response to the pandemic in the next phase - including communication with our communities.

# ANNUAL GOVERNANCE STATEMENT 2020

## Value for money

It is anticipated that the external auditors of the Council will issue an unqualified Value for Money judgement for 2019/20.

**The Council remains generally in a sound financial position relative to other councils over the short term.** This is because of considerable savings made in the earlier part of this decade coupled with a recent trend of underspending its annual budget resulting in either limited or no calls on reserves to balance the budget. The Council has had a financial strategy for a number of years now which has combined:

- service efficiency savings
- modest service reductions
- prudent use of reserves

Continuing to follow this strategy, **the Council has set a one year budget up to March 2021.** The 2020/21 budget is balanced and includes a £2.6m surplus which is being placed in a new 'development fund' reserve. The 2020/21 position is much better than was expected at the beginning of this financial year, which is mainly due to the 'Budget 2020' project work that has been undertaken during 2019, and the additional social care grant funding announced by government as part of its financial settlement for 2020/21.

The **Budget 2020 project** was undertaken during 2019 with the objective of producing a balanced budget over the medium term with a reducing reliance on our reserves. This highlighted a number of efficiencies which has reduced the previously forecast shortfall in the budget over the medium term. It also identified a number of service areas where a 'deep dive' more forensic budget review would be undertaken, with a potential for offering future budget savings.

The Council adopted a new Corporate Plan in December 2019. Future budget proposals will need to include any investment required to support its delivery, as well as giving consideration to the potential efficiencies from the emerging transformation plan.

***The 2020/21 budget includes low risk efficiency savings and income increases but does not include any significant service reductions.***

We have also undertaken a **comprehensive review of the earmarked reserves**, which identified £10.2m of reserves that could be released so have also been transferred to the new 'development fund' reserve.

As in previous years, **the public are generally satisfied** with the standard of services delivered. Services which have received external inspections over the last year in Children's Services have received outstanding ratings.

**The second iteration of the Council's capital strategy introduces a new gateway review and challenge process from April 2020.** This will bring added transparency and rigour to the processes for approving, assessing the affordability of, and monitoring of the capital programme.



# ANNUAL GOVERNANCE STATEMENT 2020

A 10 year capital programme has been approved within the provisions of the capital strategy and allows for future investment as well as continuing to maintain and replace our existing assets.

**The Council is constantly monitoring its long term financial position** and has published a Medium Term Financial Plan (MTFP) which forecasts our financial position to March 2023. Future year take into account known cost pressures and planned savings and although we have a surplus budget position for 2020/21, the MTFP predicts a budget shortfall for the years beyond this. This position will be updated during 2020 and will also need to give consideration to:

- the outcome of the Government's comprehensive spending review
- the partial localisation of business rates from April 2021
- the outcomes of the Fair Funding Review being undertaken by Government
- the government review of funding for Adult Social Care services

In response to the financial challenges being faced by Local Government, CIPFA have now published a financial resilience index to act as an analytical tool to consider the Council's position over a number of measures associated with financial risk.

We are regularly assessing our latest financial performance for its potential impact on our overall financial resilience. To date, we have not identified any significant impacts which would affect our financial resilience in the near future.

CIPFA have also published a new Financial Management (FM) Code designed to support good practice in financial management and demonstrating financial sustainability. We will undertake a review of our current practice against the new code to aim to meet the compliance implementation date of April 2021.

The Council is the accountable body for the [Greater Lincolnshire Local Enterprise Partnership](#) (GLEP) and supports its governance framework – providing assurance and transparency on the spending of government funds.

## Key considerations on how covid-19 has impacted on VFM

**Medium Term Financial Planning** – the Council had set our budgets for 2020/21 amidst a level of uncertainty due to delays in government reviews of public sector finances following Brexit. These reviews now look to be deferred for at least a further year, so we will continue to operate with an uncertainty about what the future funding levels will be to delivery our services.

We are still planning to update our Medium Term Financial Strategy over the summer, which will look to capture the likely short and medium term impacts of the current emergency situation on the Council's financial position.

We are increasing the number of **budget monitoring reports** to be shared with our members, to ensure the monitoring of our financial position is more timely and transparent. Our reporting is also capturing the additional costs resulting from the emergency response.

# ANNUAL GOVERNANCE STATEMENT 2020

There has been a **delay on some of our procurement activity**, this does not mean we are no longer receiving value on these contracts, but this may have delayed planned service improvements or the delivery of efficiencies. We have also been supporting our suppliers by continuing to pay for normal levels of service, when this may not reflect the services being delivered. This is to ensure our suppliers can continue to operate and remain financially stable to beyond the Covid-19 pandemic.

The Council has had to initiate some new activity as a result of the pandemic, including **support to those members of our communities identified as clinically vulnerable**.

The government has made **emergency grant payments** to the Council specifically for the purpose of supporting the additional costs of the local decisions being made to manage the emergency response and recovery. The additional costs and impacts of the Covid-19 pandemic, and use of the government grant are being closely monitored and regularly updated.

# ANNUAL GOVERNANCE STATEMENT 2020

## Roles and Responsibilities

### Head of Internal Audit

The Head of Internal Audit is required to provide an independent opinion on the overall adequacy of and effectiveness of the Council's governance, risk and control framework and therefore the extent to which the Council can rely on it.

The annual report has been considered in the development of the Annual Governance Statement and any significant governance issues incorporated as appropriate. The opinion of the Head of Internal Audit is included in this statement.

They are able to operate effectively and perform their core duties - complying with the CIPFA Statement on the role of the Head of Internal Audit.

### Monitoring Officer

The Chief Legal Officer is the designated Monitoring Officer with responsibility for ensuring the lawfulness of decisions taken by us as detailed in the [Constitution](#).

The Monitoring Officer is responsible for ensuring the Council complies with its duty to promote and maintain high standards of conduct by members and co-opted members of the authority.

### Chief Finance Officer

The Council has designated the Executive Director – Resources (formally Executive Director - Finance and Public Protection) as the Chief Finance Officer under Section 151 of the Local Government Act 1972. He leads and directs the financial strategy of the Council.

They are a member of the Council's Leadership Team and have a key responsibility to ensure that the Council controls and manages its money well. They are able to operate effectively and perform their core duties - complying with the CIPFA Statement on the role of the Chief Finance Officer.

### Senior Information Risk Owner

The Executive Director – Resources is the designated Senior Information Risk Owner with responsibility for strategic information risks and leads and fosters a culture that values, protects and uses information in a manner that benefits the Council and the services it delivers.

The Senior Information Risk Owner also ensures an appropriate governance framework is in place to support the Council in meeting its statutory, regulatory, and third party information obligations, and which mitigates information risk from internal and external threats.

# ANNUAL GOVERNANCE STATEMENT 2020

## Director of Public Health

The Director of Public Health gains assurance from a range of organisations on the suitability and effectiveness of arrangements for protecting the health of local people from a broad range of threats to their health.

One of the statutory duties of each local authority Director of Public Health is to produce an independent report on the state of the health of the people they serve on an annual basis. Local authorities have a statutory duty to publish the report. As the reports are aimed at lay audiences, the key feature of the reports must be their accessibility to the wider public. This year's report is on the burden of disease in Lincolnshire and is available [here](#).

## Council managers

Our managers have the day to day responsibility for services, and are accountable for their successful delivery. They set 'the tone from the top' and develop and implement the policies, procedures, processes and controls – ensuring compliance.

## Corporate Leadership Team

Our corporate leadership team oversees the Council's governance arrangements and the development of the Annual Governance Statement. There is also a corporate governance group of officers whose role is to support the Council to ensure that it complies with the standards of good governance.

**The Leader of the Council, Chief Executive and Executive Director - Resources have overseen the review of our governance arrangements and have signed the Annual Governance Statement.**

# ANNUAL GOVERNANCE STATEMENT 2020

## Effective Scrutiny and Review

### Overview and Scrutiny Management Board

The [Overview and Scrutiny Management Board](#) exists to review and scrutinise any decision made by the Executive, Executive Councillor or key decision made by an officer.

The key aim of scrutiny in councils is to:

- Provide healthy and constructive challenge
- Give voice to public concerns
- Support improvement in services
- Provide independent review

Each year an [Overview and Scrutiny Management Board Annual Report](#) is produced showing the activities undertaken.

### Audit Committee

The Council's Audit Committee plays a vital role overseeing and promoting good governance, ensuring accountability and reviewing the ways things are done.

It provides an assurance role to the Council by examining areas such as audit, risk management, internal control, counter fraud and financial accountability. The Committee exists to challenge the way things are being done and make sure the right processes are in place. It works closely with both internal audit and senior management to continually improve the Council's governance, risk and control environment.

[Find out more about the Audit Committee here.](#)

### Full Council

The Annual Governance Statement is brought to the attention of the full Council.

### External Audit

The Council's financial statements and annual governance statement are an important way we account for our stewardship of public funds.

Mazars, our external auditors, audit our financial statements and provide an opinion on these. They also assess how well we manage our resources and deliver value for money to the people of Lincolnshire.

They also review the annual governance statement to assess if it accurately reflects their understanding of Council.

# ANNUAL GOVERNANCE STATEMENT 2020

## Information Assurance

Information is a critical asset and must be subject to an effective governance and assurance approach throughout its lifecycle, from creation through to destruction. Information assurance provides a mechanism which seeks to achieve this by confidently managing information risk through the application of a diverse set of controls.

It also ensures that the Council understands, and aligns with, the legal and regulatory environment within which it operates by using information in a way which is lawful, fair, secure and transparent, achieving this in a way which helps, not hinders, the delivery of council services.

## Employee Survey

An employee survey was undertaken in **November 2019**. The completion rate was 48% of the workforce. All the work we are doing to improve the experience as an employee of LCC is supported by the Transformation programme.

**57% of staff thought that we do operate and work well as One Council however you wanted to know more about what 'One Council' is and how it will work.**

At its core, transformation will:

- create identity as a Council, not separate services,
- use digital and enabling technology
- consider climate action and sustainability.

### The 4 work streams are People, Customers, Property and Processes

**People:** What it means to be a great LCC employee, manager and leader – what is a digital employee. Adapting Services and processes to deliver our strategies

**Customers:** Putting our customers at the heart of everything we do. New community strategy, accessible, digitally enabled and personalised customer experience

**Property:** Reviewing the property strategy including the buildings we need, their upgrade and our agile and flexible working approaches.

**Processes:** Reviewing, refreshing and simplifying corporate processes making use of new digital opportunities. Using data and programme management to enable and demonstrate effective performance.

# ANNUAL GOVERNANCE STATEMENT 2020

## How we carry out assurance

A combined assurance status report is produced by each executive director.

It looks at the level of confidence the Council can have in each area for:

- service delivery arrangements
- management of risks
- operation of controls
- performance

These reports were reviewed by the Audit Committee on 10<sup>th</sup> February 2020.

The council adopts the 'three lines of assurance' methodology, as seen below.

### How do we assure ourselves about how the council is run?

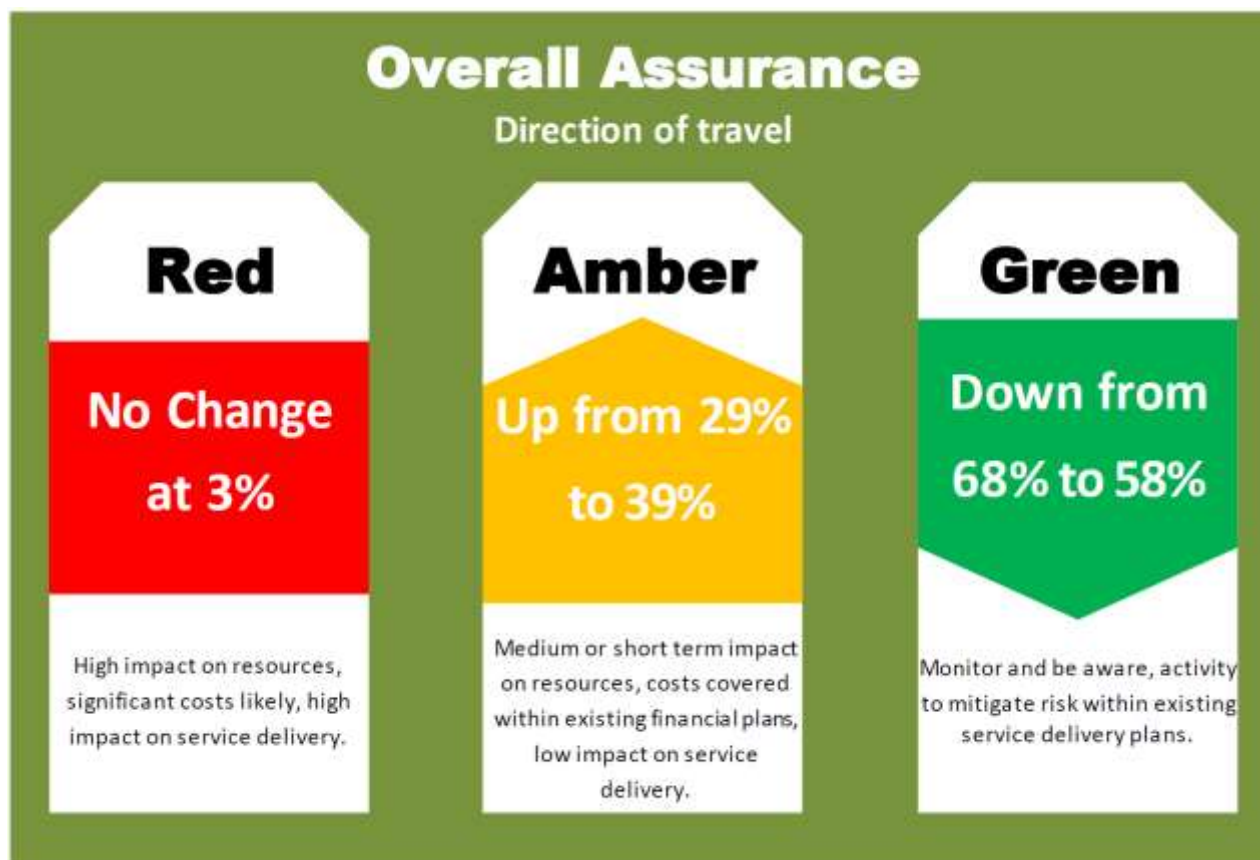


# ANNUAL GOVERNANCE STATEMENT 2020

## The Council's assurance levels

Overall there is a positive assurance picture for the Council but one that reflects the complex environment in which we operate – recognising that some areas will remain at Amber.

The Council will need to be comfortable with taking more high risk decisions and accepting that there may be service failures as a consequence of budget and service reductions.



The key areas of improvement identified in our assurance map include:

Area	Executive Director
Better governance and oversight of key projects – including benefit realisation	Executive Director Commercial
Delivery and oversight of transformation programmes – which includes the following work streams: <ul style="list-style-type: none"> <li>• Our people</li> <li>• Our customers</li> <li>• Our property</li> <li>• Our processes</li> </ul> with enabling technology across all work streams.	Executive Director Commercial



# ANNUAL GOVERNANCE STATEMENT 2020

Area	Executive Director
Review of contract management and associated commercial / third party risks	Executive Director Commercial
Implement improvements over our risk management arrangements – including updating the Strategic Risk Register	Executive Director Resources
Reviewing our decision making and scrutiny processes	Executive Director Resources
Update of Corporate Plan & performance management arrangements	Corporate Leadership Team
Review of Assurance and Accountability framework following the review of the Corporate Plan and corporate oversight functions	Corporate Leadership Team
Implement improvement actions arising from the Peer Review 2019	Corporate Leadership Team
Implement improvement actions arising from the Employee Survey 2019	Corporate Leadership Team

Implementation of agreed actions will be monitored through the Council's performance management systems – including its transformation programme and success framework. This measures the achievement of our Corporate Plan - approved by the Council in December 2019.

# ANNUAL GOVERNANCE STATEMENT 2020

## Head of Internal Audit Opinion

The opinion of the Head of Internal Audit is given for 2019/20 on four areas of Council assurance:

- **governance** (how the Council is run)
- **risk** (the risks to the Council's operations)
- **internal controls** (the processes in place to ensure compliance)
- **financial controls** (the processes in place to ensure we manage our finances appropriately)

For the twelve months ended 31 March 2020 the Council's arrangements for governance, risk management and control is unaffected by the coronavirus. That said, my opinion needs to be contemporary and take into account its impact on the Council's governance, risk and control environment.

Based on the work we have undertaken and information from other sources of assurance, my opinion on the adequacy and effectiveness of the Council's arrangements for governance, risk management and control is:

This opinion is however **caveated** as it **not possible for us to quantify** the additional risk arising from the Council's response and recovery or the overall impact on the framework of governance, risk management and control.

<b>Governance</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Risk</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Internal Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council
<b>Financial Control</b> 	<b>Performing Adequately</b> – Some improvement required to manage a high risk in a specific business area and medium risks across the Council

# ANNUAL GOVERNANCE STATEMENT 2020

## Appendix 1 – Governance framework

### Where do we need assurance?

### Where can / do we get assurance from?



Compliance



Constitution



Democratic engagement & public accountability



Audit committee, council executive & scrutiny



Management of risk



Internal & external audit



Financial management




Independent & external sources




Members & Officers roles & responsibilities




Financial strategy



Standards of conduct & behaviour




Complaints system, counter fraud & whistle blowing




Action plan approved & reported on.



HR policies & codes of conduct



Effectiveness of Internal controls



Risk management strategy & framework



Services delivered



Performance management system

# ANNUAL GOVERNANCE STATEMENT 2020

## Appendix 2 – Strategic risk register

Good risk management is part of the way we work. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change – balancing risk, quality, cost and affordability.

This put us in a stronger position to deliver our goals and provide excellent services.

Our Strategic Risk Register is regularly reviewed and our risks are being effectively managed.

Risk	Mitigating actions	Risk rating	Level of assurance	DoT
Safeguarding children	Good and effective management arrangements in place with controls working effectively	Medium	Substantial	↑
Safeguarding adults	Programme in place to develop and implement suitable assurance frameworks for commissioned services & personal budgets.	Medium	Substantial	↑
Good business continuity and resilience	Programme in place to review and test continuity and recovery plans	Medium	Substantial	↑
Market Supply – Adequacy of market supply to meet eligible needs across a number of directorates within the Council	Strong relationships with providers & funding for residential care secured. Improved contract management.	Medium	Limited	↑
Ability to deliver our programme of designated projects	Project governance arrangements in place – but corporate oversight needs improving	Will be updated once the transformation plan agreed		↑
Funding and maintaining financial resilience	2019/2020 budget underway. Good financial management and monitoring.	Medium	Substantial	=
Ability to recruit and retain staff in high risk areas	Proactive work continuing in this area	Medium	Substantial	↑
Ensuring contracts and markets (other than adult care) are fit for purpose	Commercial team supports the business with on-going work to strengthen contract management (intelligent client) and learning from procurement/existing contracts	Medium	Limited	=

# ANNUAL GOVERNANCE STATEMENT 2020

Risk	Mitigating actions	Risk rating	Level of assurance	DoT
There is a risk of a successful cyber-attack against the council which will have a significant/critical impact	On-going work to identify and manage the ever changing risk presented by cyber threats. ISO/IEC 27001:13 accreditation attained	High	Limited	↑
IT Infrastructure – the ability to implement transformational aspirations and deliver business as usual	IT Governance Board in place – together with appropriate resources / projects to deliver transformation. New post established to support oversight and accountability.	Medium	Limited	↑

Key	Risk	Assurance
Red	High impact on resources, significant costs likely, high impact on service delivery	Low level of confidence over the design and operation of controls, performance or management of risk
Amber	Medium or short term impact on resources, cost covered within existing financial plans, low impact on service delivery	Medium level of confidence over the design and operation of controls, performance or management of risk
Green	Monitor and be aware , activity to mitigate the risk within existing service delivery plans / management arrangements	High level of confidence over the design and operation of controls, performance or management of risk

Direction of Travel (DoT)	
↑	Improving
=	Static

## GLOSSARY

<b>A Academy Schools</b>	Academy schools are directly funded by central government (the Department for Education) and are independent of local Council control.
Accounting Period	The period of time covered by the accounts, normally a period of twelve months commencing on 1 April. The end of the accounting period is the Balance Sheet date.
Accounting Policies	<p>The principles, bases, conventions, rules and practices applied by an organisation that specify how the effects of transactions and other events are to be reflected in its Financial Statements.</p> <p>Retrospective application is applying a new accounting policy to transactions, other events and conditions as if that policy had always been applied.</p>
Accruals	Sums included in the final accounts to recognise revenue and capital income and expenditure attributable to the accounting period, but for which payment has not been received or made by 31 March.
Actuary	An independent consultant who advises the Fund and every three years formally reviews the assets and liabilities of the Fund and produces a report on the Fund's financial position, known as the Actuarial Valuation.
Admitted Body	Private contractors that are admitted to the LGPS to protect member pension rights following a TUPE transfer, or a body which provides a public service which operates otherwise than for the purposes of gain.
Alternatives	Investment products other than traditional investments of stocks, bonds, cash or property. The term is used for tangible assets such as infrastructure and property and financial assets such as private equity and derivatives.
Amortisation	The term used to describe the charge made for the cost of using intangible fixed assets. The charge for the year will represent the amount of economic benefits consumed (e.g. wear and tear).
Appropriation	The transfer of sums to and from reserves, provisions and balances.
Asset	<p>An item having value to the Council in monetary terms, categorised as:</p> <ul style="list-style-type: none"> <li>• 'Current assets' are intended for use or to be sold within the normal operating cycle. They are held for</li> </ul>

## GLOSSARY

	<p>the purpose of current service provision, trading or the Council expects to realise the assets within 12 months after the reporting date.</p> <ul style="list-style-type: none"> <li>• 'Non-current assets' do not meet the definition of a current asset and can be tangible (e.g. school buildings) or intangible (e.g. computer software licences).</li> <li>• 'Donated assets' are assets which transferred to the Council at nil value or acquired at less than fair value.</li> <li>• 'Heritage Assets' are of an historic nature, including buildings and collections; which are held by the Council.</li> <li>• 'Intangible Assets' are without physical substance. Examples include: computer software and licences.</li> </ul>
Asset Allocation	Distribution of investments across asset categories, such as cash, equities and bonds. Asset allocation affects both risk and return, and is a central concept in financial planning and investment management.
Asset Pooling	In the context of the LGPS, this is the collaboration of several LGPS Funds to pool their investment assets in order to generate savings from economies of scale, as requested by MHCLG: 'significantly reducing costs whilst maintaining investment performance'.
Audit of Accounts	An independent examination of the Council's financial affairs.
Auto Enrolment	UK employers have to automatically enrol their staff into a workplace pension if they meet certain criteria and repeat this process every three years to re-enrol any employees who have opted out.
<b><u>B</u> Balances</b>	<b>The total revenue reserves required to provide a working balance during the financial year, for example in periods when expenditure exceeds income.</b>
Balance Sheet	Shows all balances including reserves, long-term debt, fixed and net current assets, together with summarised information on the fixed assets held.
Bonds	Certificate of debt issued by a government or company, promising regular payments on a specified date or range of dates, usually with final capital payment at redemption.
Borrowing costs	Interest and other costs that an entity incurs in connection

## GLOSSARY

	with the borrowing of funds.
Budget	The forecast of net revenue and capital expenditure over the accounting period.
<b>C</b> Capital Charges	<b>This is a general term used for the notional charges made to service expenditure accounts for the use of fixed assets. The term covers depreciation and impairment charges (included in gross expenditure).</b>
Capital Expenditure	Expenditure on assets which have a long term value. Includes the purchase of land, purchase or cost of construction of buildings and the acquisition of plant, equipment and vehicles.
Capital Financing (Costs & Requirements)	Costs - These are the revenue costs of financing the capital programme and include the repayment of loan principal, loan interest charges, loan fees and revenue funding for capital.  Requirements - Statutory requirement to ensure that over the medium term the net borrowing by the Council will only be for capital purposes.
Capital Grants Unapplied Account	Grants that have been recognised as income in the Comprehensive Income and Expenditure Statement but where the expenditure has not yet been incurred.
Capital Receipts	Proceeds received from the sale of property and other fixed assets.
Career Average Revalued Earnings (CARE) Scheme	The pension at retirement will relate to your average salary over your career (while paying into the pension scheme). More precisely for the LGPS, it is based on pensionable earnings, increased in line with inflation as measured by the Consumer Price Index (CPI).
Carrying Amount	The amount of an asset that is recognised on the Balance Sheet after all costs have been charged for the accounting period (e.g. accumulated depreciation and impairment losses).
Cash equivalents	Short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value (e.g. bank balances).
Cash Flow Statement	This consolidated statement summarises the inflows and outflows of cash arising from transactions with third parties for revenue and capital purposes



## GLOSSARY

CIPFA	The Chartered Institute of Public Finance and Accountancy.
Comprehensive Income & Expenditure Statement (CI&ES)	This statement reports the net cost of all the services which the Council is responsible for, and demonstrates how that cost has been financed.
Consumer Price Index (CPI)	The rate of increase in prices for goods and services. CPI is the official measure of inflation of consumer prices of the United Kingdom.
Contingent...	<p>...Asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.</p> <p>...Liabilities are potential costs the Council may incur in the future because of something that happened in the past, but there is no certainty that a cost will occur.</p>
Counterparty	The other party that participates in a financial transaction. Every transaction must have a counterparty in order for the transaction to complete. More specifically, every buyer of an asset must be paired up with a seller that is willing to sell and vice versa.
Creditors	Amounts owed by the Council for work done, goods received or services rendered but for which payment has not been made at 31 March.
Custodian	Organisation which is responsible for the safekeeping of assets, income collection and settlement of trades for a portfolio, independent from the asset management function.
<b><u>D</u> Debtors</b>	<p><b>Sums of money owed to the Council but unpaid at 31 March.</b></p> <p><b>Long Term Debtors are sums of money due to the Council originally repayable within a period in excess of twelve months but where payment is not due until future years.</b></p>
Defined Benefit Scheme	Also known as a final salary scheme. Pension scheme arrangement where the benefits payable to the members are determined by the scheme rules. In most cases there is a compulsory member's contribution but over and above this all costs of meeting the quoted benefits are the responsibility of the employer.

## GLOSSARY

Depreciation	<p>The allocation of the cost of the useful economic life of the Council's non-current assets for the accounting period through general wear and tear, consumption or obsolescence.</p> <p>Straight Line basis is the method of calculating depreciation by charging the same amount each year over the assets life.</p>
Depreciated replacement cost (DRC)	Is a method of valuation which provides the current cost of replacing an asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation.
Derivative	Financial instrument whose value is dependent on the value of an underlying index, currency, commodity or other asset.
Diversification	Risk management technique which involves spreading investments across a range of different investment opportunities, thus helping to reduce overall risk. Risk reduction arises from the different investments not being perfectly correlated. Diversification can apply at various levels, such as diversification between countries, asset classes, sectors and individual securities.
<b><u>E</u> Employee benefits</b>	<p><b>Are all forms of consideration (both monetary and in-kind) given by the Council in exchange for service rendered.</b></p> <p><b>Short Term Employee Benefits (other than termination benefits) fall due wholly within 12 months after the end of the period in which the employees render the related service.</b></p>
Equities	Ordinary shares in UK and overseas companies traded on a stock exchange. Shareholders have an interest in the profits of the company and are entitled to vote at shareholders' meetings.
Exceptional Items	Are all forms of consideration (both monetary and in-kind) given by the Council in exchange for service rendered.
<b><u>F</u> Fair Value</b>	<b>The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's-length deal.</b>
Fiduciary Duty	A legal obligation of one party to act in the best interest of another. The obligated party is typically a fiduciary, that is, someone entrusted with the care of money or property.

## GLOSSARY

Final Salary	One type of defined benefit pension scheme where employee benefits are based on the person's final salary when they retire. The LGPS Scheme has moved from this to a CARE (career average) scheme from 2014.
Finance Costs	Reflects the element of annual payment for PFI or Leased assets which is in relation to interest payable on the loan liability.
Financial...	...Assets are a right to future economic benefits controlled by the Council.  ... Liabilities are an obligation to transfer economic benefits controlled by the Council.
Financial Instrument	A contract that gives rise to a financial asset of one entity and a financial liability of another entity; for example, at its simplest, a contractual right to receive money (debtor) and a contractual obligation to pay money (creditor).
Foundation Schools	Schools run by their own governing body, which employs the staff and sets the administrations criteria. Land and buildings are usually owned by the governing body or a charitable foundation.
Funding Level	The ratio of a pension fund's assets to its liabilities. Normally relates to defined benefit pension funds and used as a measure of the fund's ability to meet its future liabilities.
<b>G</b> General Fund	<b>The main revenue fund of the Council. Income from the council tax precept and government grants is paid into the fund, from which the costs of providing services are met.</b>
Going Concern	The going concern accounting concept assumes that the organisation will not significantly curtail the scale of its operation in the foreseeable future.
Government Grants	Payments by central government towards Council expenditure. They are receivable in respect of both revenue and capital expenditure.
Grants and Contributions	Assistance in the form of transfers of resources to the Council in return for past or future compliance with certain conditions relating to the operation of activities.
<b>I</b> IFRS	<b>International Financial Reporting Standards. Aim to standardise the reporting and information disclosed in</b>

## GLOSSARY

	the financial accounts of companies and other organisations globally.
Impairment	A reduction in the value of a fixed asset to below its carrying amount on the Balance Sheet, due to damage, obsolescence or a general decrease in market value.
Infrastructure	The public facilities and services needed to support residential development, including highways, bridges, schools, and sewer and water systems. A term usually associated with investment in transport, power and utilities projects.
International Accounting Standard (IAS)	Regulations outlining the method of accounting for activities, IASs are currently being replaced with International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board.
International Financial Reporting Standards (IFRS)	Regulations outlining the method of accounting for activities, issued by the International Accounting Standards Board.
Inventories	Items of raw materials, work in progress or finished goods held at the financial year end, valued at the lower of cost or net realisable value.
Investment Strategy	The investor's long-term distribution of assets across various asset classes, taking into consideration their objectives, their attitude to risk and timescale.
<b>L</b> Leases	<p>A lease is an agreement whereby the lessor conveys to the lessee, in return for a payment, the right to use an asset for an agreed period of time.</p> <ul style="list-style-type: none"> <li>• Finance Lease – a lease whereby all the risks and rewards of ownership of an asset are with the lessee. In substance the asset belongs to the lessee.</li> <li>• Operating Lease – a lease where the risks and rewards, and therefore ownership, of the asset remains with the lessor.</li> </ul>
Lessee	The person or organisation that is using or occupying an asset under lease (tenant).
Lessor	The person or organisation that owns an asset under lease (landlord).
Liabilities	A present obligation to transfer economic benefits.

## GLOSSARY

	Current liabilities are payable within one year.
Liquid Resources	Cash and current asset investments that can be easily converted to known amounts of cash without penalty, or can be traded in an active market.
Long-Term Contract	A contract entered into for the design, manufacture or construction of a single substantial asset, or the provision of a service (or a combination of assets and services which together constitute a single project), where the project life falls into more than one accounting period.
<b><u>M</u> Market Value</b>	<b>The price at which an investment can be bought or sold at a given date.</b>
Materiality	Materiality is an expression of the relative significance or importance of a particular matter in the context of the financial statements as a whole. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the item, or a combination of both, could be the determining factor.
Minimum Revenue Provision (MRP)	A minimum amount, set by law, which the Council must charge to the income & expenditure account, for debt redemption or for the discharge of other credit liabilities (e.g. finance lease).
<b><u>N</u> Net Book Value</b>	<b>The value of fixed assets included on the Balance Sheet, being the historical cost or a current revaluation less the cumulative amounts provided for depreciation.</b>
Net Debt	The Council's borrowings less liquid resources.
Non Distributed Costs	These are overhead costs from which no user now benefits. They include the costs associated with unused assets and certain pension costs.
<b><u>O</u> Off Balance Sheet</b>	<b>Accounting category not shown or recorded on a Balance Sheet, such as an operating lease or a deferred or contingent asset or liability which is shown only when it becomes 'actual'.</b>
Operations (Acquired & Discontinued)	Operations comprise services and division of service as defined in SERCOP. - Acquired operations are those that are acquired in the period by the Council. - Discontinued operations are those that are discontinued in the period. Responsibilities that are transferred from one part of the public sector to another are not discontinued

## GLOSSARY

	operations.
<b>P</b>	
<b>Pension fund accounts</b>	<b>This covers accounting and reporting by pension funds to all fund participants as a group rather than being concerned with determination of the cost of retirement benefits in the Financial Statements of employers.</b>
Pooled Investment Fund	A fund managed by an external Fund Manager in which a number of investors buy units. The total fund is then invested in a particular market or region. The underlying assets the funds hold on behalf of clients are quoted assets such as fixed interest bonds and equity shares. They are used as an efficient low-risk method of investing in the asset classes.
Portfolio	Block of assets generally managed under a single mandate.
Precept	The amount levied by one Authority which is collected by another e.g. Lincolnshire is the precepting Authority and the District Councils are the collecting Authorities of Council Tax. Water Authorities also precept on the Council for land drainage purposes.
Previous Year Adjustments	These are material adjustments relating to prior year accounts that are reported in subsequent years and arise from changes in accounting policies or from the correction of fundamental errors.
Principal	The amount of repayment to a lender which relates to the reduction in the loan, rather than the interest paid on the loan.
Private Equity	Shares in unquoted companies. Usually high risk, high returns in nature.
Private Finance Initiative (PFI)	A government initiative that enables Authorities to carry out capital projects, in partnership with the private sector, through the provision of financial support.
Projected Unit Method	An accrued pension benefits valuation method in which the scheme liabilities make allowance for projected earnings. An accrued benefits valuation method is a method in which the scheme liabilities at the valuation date relate to: <ul style="list-style-type: none"> <li>• the benefits for pensioners and deferred pensioners and their dependants, allowing where appropriate for future increases, and</li> <li>• the accrued benefits for members in service on the valuation date.</li> </ul>

## GLOSSARY

Property, Plant & Equipment	<p>Are tangible assets (i.e. assets with physical substance) that are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes, and expected to be used during more than one period.</p> <ul style="list-style-type: none"> <li>• Land and buildings.</li> <li>• Vehicles, plant, furniture and equipment.</li> <li>• Infrastructure assets that form part of the economic or social framework of the area and whose function is not transferable (e.g. highways, bridges and footpaths).</li> <li>• Community assets that the Council intends to hold in perpetuity, that have no determinable useful life and may have restrictions on their disposal (e.g. nature reserves, country &amp; coastal parks and picnic sites).</li> <li>• Surplus assets are non-current assets held by the Council but not directly occupied, used or consumed in the delivery of services.</li> <li>• Investment properties are land or buildings held to earn rental income or for capital appreciation or both.</li> <li>• Assets under construction are non-current assets which include expenditure capitalised for work in progress in respect of activities to develop, expand or enhance items of property, plant and equipment, intangible assets and exploration assets.</li> <li>• Non-current assets held for sale and discontinued operations. These are non-current assets that are either going to be sold or disposed of within the next twelve months.</li> </ul>
Provision	This is an amount which is put aside to cover future liabilities or losses which are considered to be certain or very likely to occur, but the amounts and timing are uncertain.
Prudential Indicators	A set of financial indicators and limits that are calculated in order to demonstrate that Councils' capital investment plans are affordable, prudent and sustainable.
Public Works Loan Board (PWLB)	A central government agency, which provides loans for one year and above to Authorities at favourable rates which are only slightly higher than the Government can borrow itself.
<b><u>R</u> Recognition</b>	<b>The process upon which assets are deemed to belong to the Council either by purchase, construction or other forms of acquisition.</b>

## GLOSSARY

Related party	<p>These are parties which are considered to be related if one party has the ability to control the other party, or exercise significant influence over the other party in making financial and operating decisions, or if the related party entity and another entity are subject to common control. Related party transactions are transfers of resources or obligations between related parties, regardless of whether a price is charged. Related party transactions exclude transactions with any other entity that is a related party solely because of its economic dependence on the Council or the Government of which it forms part.</p>
Reserves	<p>The accumulation of surpluses, deficits and appropriations over past years. Reserves of a revenue nature are available and can be spent or earmarked at the discretion of the Council. Some capital reserves such as the Revaluation Reserve and Capital Adjustment Account cannot be used to meet current expenditure.</p> <p>Capital Adjustment Account reserve largely consisting of resources applied to capital financing and not available to the Council to support new investment.</p> <p>Earmarked Reserves are those elements of total Council reserves which are retained for specific purposes.</p> <p>Revaluation Reserve holds revaluation gains on assets recognised since 1 April 2007 only, the date of its formal implementation.</p>
Retirement Benefits	<p>Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.</p> <p>Actuarial basis is the estimation technique applied when estimating the liabilities to be recognised for defined benefit pension schemes in the Financial Statements of an organisation.</p> <p>Actuarial gains and losses for a defined benefit pension scheme are the changes in actuarial deficits or surpluses that arise because:</p> <ul style="list-style-type: none"><li>• Events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or</li><li>• The actuarial assumptions have changed.</li></ul> <p>Current service cost is the increase in the present value of a defined benefit obligation resulting from employee service in the current period.</p> <p>Defined benefit plans are post-employment benefit plans</p>



## GLOSSARY

	<p>other than defined contribution plans.</p> <p>Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.</p> <p>Interest cost is the increase during a period in the present value of a defined benefit obligation which arises because the benefits are one period closer to settlement.</p> <p>Past service cost is the increase in the present value of the defined benefit obligation for employee service in prior periods, resulting in the current period from the introduction of, or changes to, post-employment benefits or other long-term employee benefits. Past service cost may be either positive (where benefits are introduced or improved) or negative (where existing benefits are reduced).</p>
Return	Increase in value of an investment over a period of time, expressed as a percentage of the value of the investment at the start of the period.
Revaluation Gain	The increase to the fair value of an asset following a valuation.
Revenue Contributions	This refers to the financing of capital expenditure directly from revenue rather than from loans or other sources.
Revenue Expenditure	The day to day expenditure on such items as employees and equipment.
Revenue Expenditure Funded from Capital under Statute (REFCUS)	Expenditure which may be funded from capital, but which does not result in fixed assets owned by the Council. These costs are included in the net cost of services shown in the Income and Expenditure Account.
Risk	Likelihood of a return different from that expected and the possible extent of the difference. Also used to indicate the volatility of different assets.
<b>S</b> Scheduled Body	<b>Public sector employers or designating bodies that have an automatic right and requirement to be an employer within the LGPS.</b>
Service Reporting Code of Practice (SERCOP)	Details standard definitions of service and total cost which enables spending comparisons to be made with other Local Authorities.

## GLOSSARY

Settlement	Payment or collection of proceeds after trading a security. Settlement usually takes place sometime after the deal and price are agreed.
Specific Grant	A grant awarded to a Council for a specific purpose or service that cannot be spent on anything else.
Stock Lending	Lending of stock from one investor to another that entitles the lender to continue to receive income generated by the stock plus an additional payment by the borrower.
<b><u>T</u> Target</b>	<b>Managers are set a target for investment performance such as 1% above benchmark per year over three year rolling periods.</b>
Termination Benefits	Employee benefits paid upon termination of employment such as redundancy.
Treasury Management	The utilisation of cash flows through investments and loans.
Triennial Actuarial Valuation	Every three years the actuary formally reviews the assets and liabilities of the Lincolnshire Fund and reports on the Fund's financial position.
Trust Funds	Funds administered by the Council for such purposes as prizes, charities and specific projects or on behalf of minors.
<b><u>U</u> Useful Life</b>	<b>The period with which an asset is expected to be useful to the Council in its current state.</b>

**Open Report on behalf of Andrew Crookham,  
Executive Director - Resources**

Report to:	<b>Audit Committee</b>
Date:	<b>13 July 2020</b>
Subject:	<b>Work Plan</b>

**Summary:**

This report provides the Committee with information on the core assurance activities currently scheduled for the 2020/21 work plan.

**Recommendation(s):**

- (1) Review and amend the Audit Committee's work plan ensuring it contains the assurance areas necessary to approve the Annual Governance Statement 2021.
- (2) Consider the actions identified in the Action Plan.

**Background**

The work plan, as attached at Appendix A, has been compiled based on the core assurance activities of the Committee as set out in its terms of reference and best practice.

Appendix B – keeps track of actions agreed by the Committee and future potential agenda items.

The Committee has previously held an annual workshop to review and evaluate its effectiveness. The results from the workshop held in 2019 are outlined in appendix B. A workshop will be arranged for 2020 in the coming months.

**Conclusion**

The work plan helps the Audit Committee effectively deliver its terms of reference and keeps track of areas where it requires further work and/or assurance.

## Consultation

### a) Have Risks and Impact Analysis been carried out?

No

### b) Risks and Impact Analysis

N/A

## Appendices

These are listed below and attached at the back of the report	
Appendix A	Work plan
Appendix B	Action plan

## Background Papers

No Background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Lucy Pledge, who can be contacted on 01522 553692 or [lucy.pledge@lincolnshire.gov.uk](mailto:lucy.pledge@lincolnshire.gov.uk) .

## Audit Committee Work Plan 2020-21

<b>13 July 2020 - 11.00 am - Virtual Meeting</b>		
<b>Item</b>	<b>Contributors</b>	<b>Assurances Required/ Sought</b>
Internal Audit Annual Report 2019/20	Lucy Pledge (Head of Internal Audit and Risk Management)	<p>Gain an understanding of the level of assurances being provided by the Head of Internal Audit over the Council's governance, risk and internal control arrangements and why.</p> <p>To consider how well the Internal Audit Functions is performing:</p> <ul style="list-style-type: none"> <li>• Is it what you want – independent, objective and provide a knowledgeable view of how well the Council is being run?</li> <li>• Conforms to the Public Sector Internal Audit Standards?</li> <li>• Has an effective Quality Assurance framework?</li> <li>• Successfully delivers results that make a difference in how well the Council is run?</li> </ul>
Approval of the Council's Annual Governance Statement 2019/20	Lucy Pledge (Head of Internal Audit and Risk Management)	Confirm that the final Annual Governance Statement accurately reflects the Committees understanding of how the Council is run and any comments made on the draft have been acted upon.
Information Assurance Annual Report 2019/20	David Ingham (Head of Information Assurance)	Gain an understanding of the level of assurances being provided by the Head of Information Assurance over the Council's information governance arrangements and why.
Monitoring Officer's Annual Report	David Coleman (Monitoring Officer)	Confirm compliance with the Council's code of conduct and constitutional arrangements – ensuring the lawfulness of decisions and promoting / maintaining high standards of conduct by officers and members.
Local Government Association Model Code of Conduct	David Coleman (Monitoring Officer)	
Draft Statement of Accounts 2019/20	Sue Maycock (Head of Finance – Corporate)	<p>By asking questions (supported by independent advisor), confirm the integrity of the Council's financial statements prior to audit/publication.</p> <p>Improving how the Council discharges its responsibilities for public reporting e.g. better targeting at the audience and plain English.</p>

**28 September 2020 – 10 am – Virtual Meeting**

<b>Item</b>	<b>Contributors</b>	<b>Assurances Required/ Sought</b>
Statement of Accounts for Lincolnshire County Council & Lincolnshire Pension Fund for the year ending 31 March 2020	Sue Maycock (Head of Finance – Corporate)  Mike Norman (Senior Manager, Mazars)	Ensure that the explanatory forward to the accounts help the public understand the authority's financial management of public funds.  Consider the outcome of the External Audit and the appropriateness of management responses.  Consider any concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council  Consider the proposed Value for Money Conclusion and any matters arising.
Internal Audit Progress Report	Lucy Pledge (Head of Internal Audit and Risk Management)	Gain an understanding of the level of assurances being provided by the Head of Internal Audit over the Council's governance, risk and internal control arrangements and why.
Risk Management Progress Report – September 2020	Debbie Bowring (Principal Risk Officer)	Seek assurance that risk-related issues are being addressed.
Fraud Risk Register	Matt Drury (Principal Investigator)	Confirm that the Council's counter fraud activity is targeted and effective.  Ensure that appropriate progress is being made on the delivery of the Counter Fraud plan.  Ensure that lessons have been learnt – understand fraud risks facing the Council and actions being taken to reduce the risk.
Audit Committee Annual Report August 2020	Lucy Pledge (Head of Internal Audit and Risk Management)	Provide assurance that the Committee has adequately discharged its terms of reference and has positively contributed to how well the Council is run.
Annual Audit Letters for Lincolnshire County Council & Lincolnshire Pension Fund for the year ending 31 March 2020	Michelle Grady (Assistant Director – Strategic Finance)	

**16 November 2020 – 10 am – Virtual Meeting**

<b>Item</b>	<b>Contributors</b>	<b>Assurances Required/ Sought</b>
Counter Fraud Progress Report to 30 September 2020	Matt Drury (Principal Investigator)	Gain assurance that the Council has effective arrangements in place to fight fraud locally.  Ensure that counter fraud resources are effectively targeted to the Council's key fraud risks.
Whistleblowing Annual Report 2019-20	Matt Drury (Principal Investigator)	That the Council's process and procedures for dealing with whistleblowing referrals is effective.
Review of Audit Committee Terms of Reference and Internal Audit Charter	Lucy Pledge (Head of Internal Audit and Risk Management)	Provide assurance that the Committee terms of reference meets good practice for an effective Audit Committee.  Provide assurance that the Internal Audit function terms of reference meets good practice and conforms to the Public Sector Internal Audit Standards
Internal Audit Progress Report	Lucy Pledge (Head of Internal Audit and Risk Management)	Gain an understanding of the level of assurances being provided by the Head of Internal Audit over the Council's governance, risk and internal control arrangements and why.

**08 February 2021 - 10 am**

<b>Item</b>	<b>Contributors</b>	<b>Assurances Required/ Sought</b>
Combined Assurance Status Reports – 2020/21	Chief Executive and Executive Directors	Understand the level of assurances being provided on the Council's critical systems, key risks and projects and how they link to the Committees role and remit and the Annual Governance Statement.  Seeking assurance that they are working well and that any significant risk and issues are being actively managed.

**Items to be circulated for Information Only**

- Internal Audit Progress Report
- Risk Management Progress Report – February 2021
- Annual Report on Corporate Compliments and Complaints

**29 March 2021 – 10.00 am**

<b>Item</b>	<b>Contributors</b>	<b>Assurances Required/ Sought</b>
Financial Management Code / Lessons Learnt from Northamptonshire County Council	Sue Maycock (Head of Finance – Corporate)	
External Audit Strategies – Lincolnshire County Council and Pension Fund 2020/21	Mike Norman - attending (Senior Manager, Mazars)	Seek assurance over progress and delivery of the external audit plan and that any risks to successful production of the financial statements and audit are being managed.
External Audit Progress Report – March 2021	Mike Norman (Senior Manager, Mazars)	Seek assurance over progress and delivery of the external audit plan and that any risks to successful production of the financial statements and audit are being managed.
Review of Governance Framework and Development of the Annual Governance Statement 2020/21	Lucy Pledge (Head of Internal Audit and Risk Management)	<p>Confirm that the Annual Governance Statement reflects the Committee's understanding of how the Council is run and that any significant governance issues / risks have been identified / published.</p> <p>Constructively challenge the information and evidence being presented.</p> <p>Ensuring value for money assurance arrangements are reported on and assessing how this features in the Annual Governance Statement.</p> <p>Improving how the Council discharges its responsibilities for public reporting e.g. better targeting at the audience and plain English.</p>
Draft Internal Audit Annual Plan 2021/22	Lucy Pledge (Head of Internal Audit and Risk Management)	<p>That the Internal Audit Plan focuses on the key risks facing the Council and is adequate to support the Head of Audit opinion.</p> <p>Confirm that the plan achieves a balance between setting out the planned work for the year and retaining flexibility to changing risks and priorities during the year.</p>
Counter Fraud Annual Report 2020/21	Dianne Downs (Team Leader – Counter Fraud & Investigations)	On the overall effectiveness of the Authority's arrangements to counter fraud and corruption.



14 June 2021 – 10.00 am

Item	Contributors	Assurances Required/ Sought
Internal Audit Progress Report	Lucy Pledge (Head of Internal Audit and Risk Management)	<p>Gain an understanding of the level of assurances being provided by the Head of Internal Audit over the Council's governance, risk and internal control arrangements and why.</p> <p>The Internal Audit Plan focuses on the key risks facing the Council and is adequate to support the Head of Audit opinion.</p> <p>Confirm that the plan achieves a balance between setting out the planned work for the year and retaining flexibility to changing risks and priorities during the year.</p>
Statement of Accounts 2020/21 – Accounting Policies	Sue Maycock (Head of Finance – Corporate)	<p>Confirm that the appropriate accounting policies are being applied and understand the impact of any material changes that affect the Council's or Pension fund accounts.</p>

### Audit Committee Action Plan 2020

Action	Terms of Reference Outcome	Key Delivery Activities	When
1. Develop Action plan following self-assessment workshop considering the following	Improve effectiveness of the committee	Improving Attendance – Chairman to meet with each member and obtain feedback	On-going
		Meeting with Corporate Leadership Team around new corporate plan, accountability and assurance framework	TBC
		Partnership assurance (combined assurance status reports)	TBC
		Integrated Assurance – PWC Better Care Fund report	In progress – new governance arrangements being developed
		Feedback the outcome of meetings: <ul style="list-style-type: none"> <li>• End of meeting summary</li> <li>• Diarise meeting with CEX / Leader</li> </ul>	From September 2019
		Look at venue and time of meeting	