

AGENDA

AUDIT AND RISK MANAGEMENT COMMITTEE

MONDAY, 17 OCTOBER 2022

4.00 PM

**COUNCIL CHAMBER, FENLAND HALL,
COUNTY ROAD, MARCH**

Committee Officer: Jo Goodrum
Tel: 01354 622285
e-mail: memberservices@fenland.gov.uk

- 1 To receive apologies for absence.
- 2 Previous Minutes. (Pages 3 - 10)

To confirm and sign the minutes of 4 July 2022.
- 3 To report additional items for consideration which the Chairman deems urgent by virtue of special circumstances to be now specified.
- 4 Members to declare any interests under the Local Code of Conduct in respect of any item to be discussed at the meeting.
- 5 External Audit Plan (Pages 11 - 56)

Report attached.
- 6 Statement of Accounts 2021/22 (Pages 57 - 184)

To review and note the draft Statement of Accounts for 2021/22.
- 7 Annual Governance Statement 2021/22 (Pages 185 - 198)

Regulation 6(1) of the Accounts and Audit Regulations 2015, require the Council to conduct an annual review of the effectiveness of its system of internal control and publish an Annual Governance Statement (AGS). The CIPFA Finance Advisory Network has issued detailed practical guidance for meeting the requirements of the Accounts and Audit Regulations.

8 Corporate Risk Register Review (Pages 199 - 230)

To provide an update to the Audit and Risk Management Committee on the Council's Corporate Risk Register.

9 Internal Audit Plan 2022-23 Progress Report Q1 (Pages 231 - 238)

To report progress against the Internal Audit Plan 2022-23 for the period 01 April 2022 including planned work until 30 June 2022 and the resulting level of assurance.
To provide an update to members on the resourcing issues of the internal audit team.

10 Audit and Risk Management Committee Work Programme (Pages 239 - 242)

For information.

11 Items of Topical Interest.

12 Items which the Chairman has under item 3 deemed urgent.

Friday, 7 October 2022

Members: Councillor K French (Chairman), Councillor Mrs M Davis (Vice-Chairman), Councillor I Benney, Councillor G Booth, Councillor Mrs J French, Councillor N Meekins, Councillor J Mockett, Councillor M Purser, Councillor R Skoulding, Councillor S Tierney, Councillor R Wicks and Councillor F Yeulett

AUDIT AND RISK MANAGEMENT COMMITTEE

MONDAY, 4 JULY 2022 - 4.00 PM



PRESENT: Councillor K French (Chairman), Councillor Mrs M Davis (Vice-Chairman), Councillor Mrs J French, Councillor N Meekins, Councillor M Purser, Councillor R Wicks and Councillor F Yeulett

APOLOGIES: Councillor I Benney, Councillor G Booth and Councillor R Skoulding

Officers in attendance: Kathy Woodward (Internal Audit Manager) and Neil Krajewski (Deputy Chief Accountant)

ARMC1/22 APPOINTMENT OF CHAIRMAN FOR THE MUNICIPAL YEAR

It was proposed by Councillor Purser, seconded by Councillor Mrs French and resolved that Councillor Miss Kim French be elected as the Chairman of the Audit and Risk Management Committee for the Municipal Year 2022-2023.

ARMC2/22 APPOINTMENT OF VICE CHAIRMAN FOR THE MUNICIPAL YEAR

It was proposed by Councillor Mrs French, seconded by Councillor Purser and resolved that Councillor Mrs Davis be elected as the Vice Chairman of the Audit and Risk Management Committee for the Municipal Year 2022-2023.

ARMC3/22 PREVIOUS MINUTES.

The minutes of 14 March 2022 were approved and signed as a true and accurate record. Councillor Miss French pointed out to members that with regard to minute number ARMC 48/21, Kathy Woodward, the Internal Audit Manager, had circulated some information to all committee members.

ARMC4/22 TREASURY MANAGEMENT ANNUAL REVIEW 2021-2022

Members considered the Treasury Management Annual Review 2021/22 report presented by Neil Krajewski, Deputy Chief Accountant.

Neil Krajewski explained that the Audit Risk and Management Committee is responsible for the review and scrutiny of the Council's treasury management arrangements and the report before members looks back on how those arrangements have worked in practice through the year and provide members with some key information for their understanding and comments. He highlighted that the report will also be presented to Cabinet and Full Council on 11 July 2022. and he explained that the amount of interest that the Council earned on its external investments during the year was just over £52,000 which was in excess of the estimate that officers had predicted when preparing the revised budget by just over £12,000.

Neil Krajewski explained that there are two main factors behind that and one of them is the fact that the Council found itself in a position where it had slightly higher cash balances than would normally be expected and this was largely as a result of Government grants received which would

be in excess of what officers would have anticipated or where delays had occurred in spending the money in delivering some of the projects that were ongoing at the end of the financial year. He added that it is important for members to be aware that at previous meetings officers have indicated that the Council was capable of investing in property funds within the constraints of the Treasury Management Policy and following discussions with external treasury advisors a number of property funds were deemed suitable by the advisors and the Council invested just over £4,000,000 into two property funds at the end of March 2022.

Neil Krajewski explained that he is now receiving reports from those fund managers and this information will be presented to the committee during the 2022 -2023 financial year regarding the performance of those funds and he added that the funds are long term investments for the Council which are intended to achieve an enhanced return on top of what the Council would have been able to achieve, had the money been invested with banks, building societies and other local authorities. He pointed out that there are likely to be varying trends with the investment but the initial signs that officers have received appear to be positive.

Neil Krajewski pointed out that the report contains a lot of detailed information which explains the relationship between the Councils' investments and borrowing needs and he explained that there is currently a focus on the outlook of the economy and various sections of the report are being superseded by updated information all of the time. He drew members attention to the forecasts on Page 14 which provide detail on the Council's treasury advisors view of the future with regards to interest rates which is constantly being updated and the information in the report is likely to be 1 to 1.5% above those shown which he explained does have an impact on the Council in the short term with regards to giving the Council the opportunity to earn higher rates of return on its short term investments than what had been originally forecast but he stressed that as far as the Council's borrowing needs are concerned it is likely to cost the Council more than has previously been forecast and there is the need for borrowing built into the Council's capital programme.

Members asked questions, made comments and received responses as follows:

- Councillor Mrs French asked whether the grant money that had been referred to would need to be repaid? Neil Krajewski explained that no it does not need to be repaid providing that the projects that the authority has committed to are delivered. He added that a lot of the grant money relates to the major regeneration programs such as March Future High Street and a significant amount of money in relation to a project known as Wave One which is being delivered in collaboration with Clarion to improve energy efficiency in homes which is £5 million of grant funding.
- Councillor Mrs French asked where the £4 million that has been invested came from and Neil Krajewski confirmed that it is money which had been identified that there was not a requirement for it in the medium term and it was available to invest in a longer-term project. Councillor Mrs French asked whether it was part of the Horizon money and Neil Krajewski explained that it is not exclusively Horizon money.
- Councillor Yeulett asked that, given the volatile situation in the current economic climate, is the Council in a position where it can take emergency action going forward with the investments or debt repayments that it has? Neil Krajewski stated that options available in terms of the debt repayments are quite limited as the rates on early prepayment of debt tend to be prohibitive so the payment that would be required by the Council in order to redeem its debt means it is outside of what would normally be acceptable from a budgetary point of view although it is monitored and advice and guidance received from the Council's treasury managers. He explained that the Council also receives daily updates if there are any emerging situations that may affect the Council's Investment Strategy with regards to where the Council's funds are placed as many local authorities have taken into consideration that event which occurred a few years ago with the Icelandic banks and Fenland appear to have quite a prudent approach in terms of what counterparties that they work with and also with regards to spreading their risk appropriately. Councillor Yeulett asked whether the authority will be able to be flexible in their action should the pressures arise? Neil Krajewski

stated yes that is correct and added that one of the factors that are being monitored currently is with regards to the Councils' borrowing needs and identifying what the appropriate time would be to take out any borrowing.

Members agreed to note the report and agreed that it should be presented to Cabinet on 11 July 2022.

ARMC5/22 INTERNAL AUDIT OUTTURN AND QUALITY ASSURANCE REVIEW 2021-22

Members considered the Internal Audit Outturn and Quality Assurance Review 2021/22 report presented by Kathy Woodward, Internal Audit Manager.

Kathy Woodward highlighted Section 5 of the report to members which shows the detail of the outturn of the Internal Audit function. She added that throughout the year regular updates have been presented to the committee on the progress of the function and explained that all of the completed audits are shown in the report, which contain more detail than has previously been provided to enable members to have more of an overview and provide additional assurance that the committee have been looking for.

Kathy Woodward stated that in addition to the planned audits undertaken the report shows other sources of assurance which has been considered and will look to further support the level of assurance that can be provided on the Council's risk and control activities. She explained that the report highlights the progress made on recommendations throughout the year over a two-year period covering 2020/21 and 2021/22 and the appendix shows a small number of overdue recommendations which are being reported to the Management Team on a quarterly basis and they are being addressed accordingly.

Kathy Woodward highlighted to members the Audit Manager's annual audit opinion which feeds into the Annual Governance statement which forms part of the Council's statutory financial statements. She confirmed to the committee her audit opinion which is that there is adequate assurance to the adequacy and effectiveness of the internal controls, the risk management and governance arrangements of the Council.

Kathy Woodward pointed out to members the effectiveness of the Internal Audit function and highlighted the Chartered Institute of Public Finance and Accountancy (CIPFA) checklist confirms that the internal audit conforms to all of the areas within the checklist. She advised members that this year the Council will be scrutinized through the external quality assessment which takes place on a five yearly cycle and the Audit Team will be audited by an external body.

Members asked questions, made comments and received responses as follows:

- Councillor Yeulett asked whether there was a need for something to be added within the Council's risk plans to highlight the volatile economic situation currently in place? Kathy Woodward stated that risk management is considered by the committee on a quarterly basis and the volatility and economic climate is something that has always been captured when reviewing the overall risk management arrangements for the Council.
- Councillor Wicks asked whether there is a specific risk which identifies and considers those residents who maybe less fortunate than others when dealing with any regular payments they make to the Council, and he asked what mitigation factors are in place to address that type of situation? Kathy Woodward explained that there are various debt management policies in place and the Council works with other partner agencies as well particularly when dealing with those vulnerable customers that the Council has. Neil Krajewski added that it is only responsible and right to point out that the approach taken will vary according to the type of debt and the Council works with Anglia Revenue Partnership in relation to those debts which are related to Council Tax or business rates and then for other services which the Council provides where customers are invoiced, where necessary payment plans have

been put in place, they will be reviewed to actually understand the difficult position customers may find themselves in and the Council also has a good working relationship with Citizen Advice Bureau, as the customer may also be in financial difficulties with other types of debt. He added that the Council try to work with both residents and businesses who maybe experiencing financial difficulties at the current time.

- Councillor Mrs French stated that she is the Chairman of the Anglia Revenues Partnership and at a recent meeting it had been raised that they are working exceptionally well with those residents who find themselves in a difficult position financially.
- Councillor Mrs French stated that she would like to thank Kathy Woodward and her team for all the work they have undertaken over the last year as it has been a very difficult year for everybody.
- Councillor Mrs Davis asked for clarification with regards to the audit opinion on Business Unit Lettings which is shown as limited? Kathy Woodward explained that over the last year her team achieved the greatest number of audits that have been undertaken over a number of years due to the fact that working practices are now returning to normality following on from the pandemic. She explained that she had issued one audit with a limited assurance which does raise concerns with management and added that over a number of years there has been a decline in the level of service throughout the team responsible for business unit lettings which has been primarily caused by staff vacancies and a lack of continuity within the service area and, therefore, three high risk recommendations were suggested which have all been addressed within the three month window that had been given to the team to address the points highlighted. Kathy Woodward advised members that a new Head of Economic Growth and Assets was appointed in February 2022, his name is Mark Greenwood, and he will now address some of the concerns raised. She added that it is her understanding that two more officers have also been appointed in the last few weeks and this will mean that the service will be near to its full capacity and then some of the areas of weakness identified, particularly concerning the legalities with regard to business unit lettings which are being addressed and the high-risk areas have been addressed. Kathy Woodward stressed that the team have made significant progress and are moving forward, but a follow up report will be undertaken this year and a report will be brought back to the committee in the progress reports so that members can see the progress and improvements that have come from that team.
- Councillor Mrs French stated that she was aware of the issues within that team, due to officers moving to other positions outside of the authority, however, she is also aware of the significant progress that has been made since Mark Greenwood joined the authority and it appears to be going from strength to strength.

Members agreed to note the report.

ARMC6/22 AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL REPORT 2021-2022

Members considered the Audit and Risk Management Annual Report 2021/22 presented by Kathy Woodward, Internal Audit Manager.

Kathy Woodward explained that this report evaluates the effectiveness of the Audit and Risk Management Committee for assessment at Full Council and outlined the contents of the report. She highlighted to members that CIPFA are currently undertaking a review process of Audit Committee governance and she anticipates that within the next few months they will be issuing new guidance on the role of committees.

Kathy Woodward referred members to the CIPFA checklist, and she explained to members that this assesses the conformance of various standards and added that the partially compliant areas were of little concern and outlined that the sub-committee created under the Audit and Risk Committee meant that they were only partially compliant with Section 11. She added that in Section 23 it refers to whether the committee has evaluated whether and how it is adding value to

the organisation and she explained that she is waiting for the new guidance to be published as, in her opinion, it will provide better tools to be able to assess the value that the committee adds.

Kathy Woodward explained that whilst the committee does add value, at present there is no way of recording that value and that is something that she would like to see to be put in place.

Members asked questions, made comments and received responses as follows:

- Councillor Wicks stated that with regards to value of the committee, one of the highlights that he has noted from the report are the risks or actions that are needed because of a gap in documentation that is already in place, and he asked how that value can be monitored by identifying extra risks or procedures that are not in place? Kathy Woodward explained that the introduction of the action plan as part of the work programme was designed to be a means to try and capture some of those areas where the committee feels that extra work needs to be addressed and, in her opinion, that is the first of the areas where details can be captured and then identify the value which is added. She expressed the view that a conscious effort needs to be made to fill the action plan out so that when specific questions are raised the detail is completed and can be reviewed.

Members approved the Annual Report for 2021/22 to be forwarded to Full Council.

ARMC7/22 INDEPENDENT MEMBER APPOINTMENT TO AUDIT COMMITTEE

Kathy Woodward, Internal Audit Manager, presented the report to members.

Kathy Woodward explained that this report has arisen from the action plan where the committee stated that they wanted to review whether or not to appoint independent members to its committee and within the report it details the view of CIPFA including their guidance for local authority audit committees and its advice is that there should be independent members, albeit not a legal requirement, as it provides additional strength to the committee. She highlighted to members the section of the report relating to national context and made reference to various Government reports including a report by Tony Redmond which had featured an independent review into the oversight of local audits that highlighted a number of areas not solely with external auditors but the governance arrangements within councils themselves and the various improvements that could be made, including the recommendation of the appointment of at least one independent member, suitably qualified to the audit committee.

Kathy Woodward explained that as a result of that report the Department for Levelling Up for Housing and Communities have issued a formal response with four specific measures and the second measure states that they intend to provide funding of £45 million over the course of the next spending review period to support local bodies with the cost of strengthening their financial reporting and new burdens related to the appointment of independent members and other 'Redmond' recommendations and for CIPFA to publish further guidance on audit committees, with its guidance emphasising the role that Audit Committees should have in ensuring that accounts are prepared to the highest of standards alongside making broader changes of making appointments of independent members. She advised the committee that there appears to be a steer from CIPFA, the Government and the regulatory bodies to appoint independent members to Audit Committees.

Kathy Woodward made reference to guidance that was issued on 31 May which stated that although it is not currently mandatory, it is going to become mandatory although there is no current timescale which has been provided. She outlined the benefits and pitfalls of having independent members, with the benefits including the additional knowledge and expertise that they bring to the committee, and they reinforce the political neutrality, independence of the committee and they also maintain continuity where membership is affected by the electoral cycle and the pitfalls being an over reliance on independent members by other committee members, lack of organisational knowledge, poor context amongst independent members and the additional effort by officers, staff

and independent members to establish that working relationship.

Members asked questions, made comments and received responses as follows:

- Councillor Mrs French asked for clarity over the £45 million of funding that had been referred to and she asked how many Local Authorities that funding would be for? Kathy Woodward explained that there are 323 District Councils. Neil Krajewski explained that the funding has been allocated already and it is principally linked to where external audit fees are going and the committee are aware that there is currently a procurement exercise underway for the Council's external auditors and the outcome of that exercise is still not known, however Central Government has already decided a mechanism as to how those monies will be distributed. He added that whilst the Council's fee had been increased, it has been reduced again by the Public Sector Audit Appointments who are an external body that oversees external auditor appointments, however, the result of the procurement exercise is still to be known. He added that if there is any thought that there maybe some of the money left over to fund the costs associated with identifying and remunerating the independent members post is overly optimistic at this point in time.
- Councillor Mrs French asked how much the cost of an independent member would be? Kathy Woodward expressed the view that she does not anticipate it being a significant sum of money and where she has seen other authorities appoint independent members, they appear to follow the same route that the Council has when appointing to committees such as Conduct and the Independent Remuneration Committees. Councillor Mrs French stated that as it is going to become a mandatory function, in her opinion, steps should be taken to achieve an appointment as soon as possible.
- Councillor Wicks asked who would do the selection of the independent person to the committee and what mechanism would be put in place for suitable candidates?
- Councillor Mrs French stated that it would be a sub committee of the Audit and Risk Management Committee. Kathy Woodward stated that she would suggest that the current skills of the committee are analysed to identify any gaps which maybe in place and added that she would suggest that the person should be suitably qualified preferably in a Local Government finance background which would bring significant strengths to the committee. Kathy Woodward added that the Independent Remuneration Panel should be invited to advise the Authority of an appropriate rate of remuneration for the role and it would also need to be approved by Full Council. She suggested that it should be a cross party panel drawn from the Audit and Risk Management Committee to undertake the search and selection process advised by the Monitoring Officer and the Chief Financial Officer (or their nominees).
- Councillor Mrs Davis stated that she also agrees with Councillor Mrs French that the appointment should be made as soon as possible and before it becomes mandatory. She added that she anticipates that there will not be a large pool of individuals to recruit to the post and, in her view, she would expect them to be employed by more than one authority and, therefore, it is important to start the process as soon as possible.
- Kathy Woodward stated that an additional report would be brought back to the committee in September for members to consider further, prior to it being presented to Full Council.

Members agreed to note the report.

ARMC8/22 AUDIT AND RISK MANAGEMENT COMMITTEE WORK PROGRAMME

Councillor Miss French presented the Audit and Risk Management Committee Work Programme 2021/22 for information.

Members noted the work programme.

ARMC9/22 ITEMS OF TOPICAL INTEREST.

There were no items of topical interest for discussion.

4.41 pm

Chairman

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A background image showing a meeting in progress. Several people are seated around a white table, looking at and pointing to documents. One person in the foreground is wearing a yellow shirt and a watch. Another person's hand is visible pointing at a document. A smartphone is on the table. The overall scene is a professional meeting environment.

Fenland District Council

Initial Audit Plan

Year ended 31 March 2022

18 July 2022



Audit and Risk Management Committee Members
Fenland District Council
Fenland Hall, County Road
March, Cambridgeshire
PE15 8NQ

18 July 2022

Dear Audit and Risk Management Committee Members

We are pleased to attach our Initial Audit Plan which sets out how we intend to carry out our responsibilities as auditor. Its purpose is to provide the Audit and Risk Management Committee with a basis to review our proposed audit approach and scope for the 2021/22 audit in accordance with the requirements of the Local Audit and Accountability Act 2014, the National Audit Office's 2020 Code of Audit Practice, the Statement of Responsibilities issued by Public Sector Audit Appointments (PSAA) Ltd, auditing standards and other professional requirements. It is also to ensure that our audit is aligned with the Committee's service expectations.

This plan summarises our initial assessment of the key risks driving the development of an effective audit for Fenland District Council, and outlines our planned audit strategy in response to those risks.

This report is intended solely for the information and use of the Audit and Risk Management Committee and management, and is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss this report with you on 19 September 2022 as well as understand whether there are other matters which you consider may influence our audit.

Yours faithfully

MARK HODGSON

Associate Partner
For and on behalf of Ernst & Young LLP
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Contents

01 Overview of our 2021/22 audit strategy



02 Audit risks



03 Value for Money risks



04 Audit materiality



05 Scope of our audit



06 Audit team



07 Audit timeline



08 Independence



09 Appendices



Public Sector Audit Appointments Ltd (PSAA) issued the "Statement of responsibilities of auditors and audited bodies". It is available from the PSAA website (<https://www.psaa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/>). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas. The "Terms of Appointment and further guidance (updated July 2021)" issued by the PSAA (<https://www.psaa.co.uk/managing-audit-quality/terms-of-appointment/terms-of-appointment-and-further-guidance-1-july-2021/>) sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the Audit and Risk Management Committee and management of Fenland District Council in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Audit and Risk Management Committee and management of Fenland District Council those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Audit and Risk Management Committee and management of Fenland District Council for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.



01

Overview of our 2021/22 audit strategy



Overview of our 2021/22 audit strategy

The following 'dashboard' summarises the significant accounting and auditing matters outlined in this report. It seeks to provide the Audit and Risk Management Committee with an overview of our initial risk identification for the upcoming audit and any changes in risks identified in the current year

Audit risks and areas of focus

Risk / area of focus	Risk identified	Change from PY	Details
Misstatements due to fraud or error	Fraud risk	No change in risk or focus	As identified in ISA 240, Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that would otherwise appear to be operating effectively (Management Override).
Inappropriate capitalisation of revenue expenditure including Revenue Expenditure Funded from Capital Under Statute (REFCUS)	Fraud risk	No change in risk or focus	Linking to our fraud risk identified above, we have determined that a way in which management could override controls is through the inappropriate capitalisation of revenue expenditure to understate revenue expenditure reported in the financial statements, given the extent of the Council's capital programme and Revenue Expenditure Funded from Capital Under Statute.
Infrastructure Assets	Significant Risk	New risk in 2021/22	An issue has been raised via the NAO's Local Government Technical Group that some local authorities are not writing out the gross cost and accumulated depreciation on highways infrastructure assets when a major part/component has been replaced or decommissioned. This matter is currently under consideration by CIPFA and given the Council hold material Infrastructure Assets (with a Net Book Value of £5.06 million at 31 March 2021), we have raised a significant risk in this area to ensure the correct accounting treatment is applied that takes into account any updated guidance from CIPFA and that the Council has appropriate evidence to support that treatment.

Overview of our 2021/22 audit strategy

Risk / area of focus	Risk identified	Change from PY	Details
Accounting for COVID-19 related government grants	Inherent Risk	Reduced risk in 2021/22 from prior year	The Council has received a significant level of government funding in relation to COVID-19, including a number of new grants in 2021/22. There is a need for the Council to ensure that it accounts for these grants appropriately, taking into account any associated restrictions and conditions. As there have been new, individually material, grants received during the year, including the COVID-19 Additional Relief Fund we have retained this as a risk area. However, as the Council correctly accounted for COVID related grant income in 2020/21 we have downgraded the risk from significant to inherent.
Pension Valuation and Other Disclosures	Inherent Risk	No change in risk or focus	<p>The Local Authority Accounting Code of Practice and IAS19 require the Council to make extensive disclosures within its financial statements regarding the Local Government Pension Scheme (LGPS) in which it is an admitted body.</p> <p>The Authority's current pension fund deficit is a material and sensitive item and the Code requires that this liability be disclosed on the Authority's Balance Sheet.</p> <p>The information disclosed is based on the IAS 19 report issued to the Authority by the Pension Fund Actuary. Accounting for this scheme involves significant estimation and judgement and due to the nature, volume and size of the transactions we consider this to be a higher inherent risk.</p>
Valuation of Land and Buildings and Investment Property	Inherent Risk	No change in risk or focus	<p>The fair value of Property, Plant and Equipment (PPE) and Investment Property represents a significant balance in the Council's accounts and is subject to valuation changes, impairment reviews and depreciation charges. Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end Land & Buildings balances recorded in the Balance Sheet.</p> <p>As a result of our work last year we did not identify any material issues with the work of the external valuer. We are also not aware of any other trigger events that would give rise to a significant risk, and therefore this remains an inherent risk.</p>

Overview of our 2021/22 audit strategy

Risk / area of focus	Risk identified	Change from PY	Details
National Non-Domestic Rates (NNDR) Appeals Provision	Inherent Risk	No change in risk or focus	Due to the impact of COVID-19, there is a possibility that businesses are likely to seek reductions based on a decrease in rental prices on which rateable values are based. The Council's NNDR Appeals Provision is a material estimate, totalling £5.41 million for the Collection Fund as a whole. In light of this, we consider there to be a higher inherent risk of misstatement of the Council's NNDR appeals provision.
Recoverability of Receivables (Debtors)	Inherent Risk	No change in risk or focus	As a result of the long term impact of COVID-19 and other market uncertainties there may be increased uncertainty around the recoverability of Receivables. The provision for these bad debts is an estimate, and calculation requires management judgement. We would expect the Council to revisit their provision for bad debt calculation in light of ongoing uncertainty and assess the appropriateness of this estimation technique.

Overview of our 2021/22 audit strategy

Materiality

Planning
materiality

£1.15m

Materiality has been set at £1.15 million, for the audit of the Council, which represents 2% of the prior year's gross expenditure on provision of services.

Performance
materiality

£0.86m

Performance materiality has been set at £0.86 million, which represents 75% of materiality.

Audit
differences

£57,500

We will report all uncorrected misstatements relating to the primary statements (Comprehensive Income and Expenditure Statement, Balance Sheet, Movement in Reserves Statement, Cash Flow Statement and Collection Fund) greater than £57,500. Other misstatements identified will be communicated to the extent that they merit the attention of the Audit and Risk Management Committee.

We also identify areas where misstatement at a lower level than our overall materiality level might influence the reader and develop an audit strategy specific to these areas, including:

- ▶ Remuneration disclosures including Member allowances: we will agree all disclosures back to source data, and Member allowances to the agreed and approved amounts; and
- ▶ Related party transactions we will test the completeness of related party disclosures and the accuracy of all disclosures by checking back to supporting evidence.

Overview of our 2021/22 audit strategy

Audit scope

This Initial Audit Plan covers the work that we plan to perform to provide you with:

- ▶ Our audit opinion on whether the financial statements of Fenland District Council give a true and fair view of the financial position as at 31 March 2022 and of the income and expenditure for the year then ended; and
- ▶ Our commentary on your arrangements to secure value for money in your use of resources for the relevant period. We include further details on VFM in Section 03.

We will also review and report to the National Audit Office (NAO), to the extent and in the form required by them, on the Council's Whole of Government Accounts return.

Our audit will also include the mandatory procedures that we are required to perform in accordance with applicable laws and auditing standards. When planning the audit we take into account several key inputs:

- ▶ Strategic, operational and financial risks relevant to the financial statements;
- ▶ Developments in financial reporting and auditing standards;
- ▶ The quality of systems and processes;
- ▶ Changes in the business and regulatory environment; and,
- ▶ Management's views on all of the above.

By considering these inputs, our audit is focused on the areas that matter and our feedback is more likely to be relevant to the Council.

Taking the above into account, and as articulated in this audit plan, our professional responsibilities require us to independently assess the risks associated with providing an audit opinion and undertake appropriate procedures in response to that. Our Terms of Appointment with PSAA allow them to vary the fee dependent on "the auditors assessment of risk and the work needed to meet their professional responsibilities". PSAA are aware that the setting of scale fees has not kept pace with the changing requirements of external audit with increased focus on, for example, the valuations of land and buildings, the auditing of groups, the valuation of pension obligations, the introduction of new accounting standards such as IFRS 9 and 15 in recent years as well as the expansion of factors impacting the ISA 540 (revised) and the value for money conclusion. Therefore to the extent any of these or any other risks are relevant in the context of Fenland District Council's audit, we will discuss these with management as to the impact on the scale fee.

Effects of climate-related matters on financial statements and Value for Money arrangements

Public interest in climate change is increasing. We are mindful that climate-related risks may have a long timeframe and therefore while risks exist, the impact on the current period financial statements may not be immediately material to an entity. It is nevertheless important to understand the relevant risks to make this evaluation. In addition, understanding climate-related risks may be relevant in the context of qualitative disclosures in the notes to the financial statements and value for money arrangements. We make inquiries regarding climate-related risks on every audit as part of understanding the entity and its environment. As we re-evaluate our risk assessments throughout the audit, we continually consider the information that we have obtained to help us assess the level of inherent risk.

Overview of our 2021/22 audit strategy

Value for money conclusion

We include details in Section 03 but in summary:

- ▶ We are required to consider whether the Council has made 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources.
- ▶ Planning on value for money and the associated risk assessment is focused on gathering sufficient evidence to enable us to document our evaluation of the Council's arrangements, to enable us to draft a commentary under three reporting criteria (see below). This includes identifying and reporting on any significant weaknesses in those arrangements and making appropriate recommendations.
- ▶ We will provide a commentary on the Council's arrangements against three reporting criteria:
 - ▶ Financial sustainability - How the Council plans and manages its resources to ensure it can continue to deliver its services;
 - ▶ Governance - How the Council ensures that it makes informed decisions and properly manages its risks; and
 - ▶ Improving economy, efficiency and effectiveness - How the Council uses information about its costs and performance to improve the way it manages and delivers its services.
- ▶ The commentary on VFM arrangements will be included in the Auditor's Annual Report.

Timeline

The Ministry of Housing, Communities and Local Government established regulations to extend the target date for publishing audited local authority accounts from 31 July to 30 September, for a period of two years (i.e. covering the audit of the 2020/21 and 2021/22 accounting years). In December 2021, the Department for Levelling Up, Housing and Communities (DLUHC) announced proposals to extend the deadline for the publication of audited accounts to 30 November 2022 for 2021/22.

In Section 07 we include a provisional timeline for the audit. We will work with the Council to ensure that appropriate publication wording is published by the date set out above.



02 Audit risks





Audit risks

Our response to significant risks

We have set out the significant risks (including fraud risks denoted by*) identified for the current year audit along with the rationale and expected audit approach. The risks identified below may change to reflect any significant findings or subsequent issues we identify during the audit.

Misstatements due to fraud or error *

What is the risk?

The financial statements as a whole are not free of material misstatements whether caused by fraud or error.

As identified in ISA (UK and Ireland) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

We identify and respond to this fraud risk on every audit engagement.

What will we do?

In order to address this risk we will carry out a range of procedures including:

- ▶ Inquire of management about risks of fraud and the controls put in place to address those risks.
- ▶ Understand the oversight given by those charged with governance of management's processes over fraud.
- ▶ Consider of the effectiveness of management's controls designed to address the risk of fraud.
- ▶ Perform mandatory procedures regardless of specifically identified fraud risks, including:
 - ▶ Testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements
 - ▶ Assessing accounting estimates for evidence of management bias, and
 - ▶ Evaluating the business rationale for significant unusual transactions.

We will utilise our data analytics capabilities to assist with our work.

Having evaluated this risk we have considered whether we need to perform other audit procedures not referred to above. We concluded that only those procedures included under 'Inappropriate capitalisation of revenue expenditure (including REFCUS)' are required, as set out on the following page.

Our response to significant risks (continued)

Inappropriate capitalisation of revenue expenditure including Revenue Expenditure Funded from Capital Under Statute (REFCUS)*

Financial statement impact

We have assessed that the risk of misreporting revenue outturn in the financial statements is most likely to be achieved through:

- ▶ Revenue expenditure being inappropriately recognised as capital expenditure at the point it is posted to the general ledger.
- ▶ Expenditure being inappropriately transferred by journal from revenue to capital codes on the general ledger at the end of the year.

If this were to happen it would have the impact of understating revenue expenditure and overstating property, plant and equipment additions and/or Revenue Expenditure Financed as Capital Under Statute (REFCUS) in the financial statements.

What is the risk?

Under ISA 240 there is a presumed risk that revenue may be misstated due to improper revenue recognition. In the public sector, this requirement is modified by Practice Note 10 issued by the Financial Reporting Council, which states that auditors should also consider the risk that material misstatements may occur by the manipulation of expenditure recognition.

We have identified an opportunity and incentive to capitalise expenditure under the accounting framework, to remove it from the general fund. In arriving at this conclusion we have considered the continuing pressure on the revenue budget and the financial value of its annual capital programme which is many times out materiality level.

This could then result in funding of that expenditure, that should properly be defined as revenue, through inappropriate sources such as capital receipts, capital grants, or borrowing.

What will we do?

In order to address this risk we will carry out a range of procedures including:

- ▶ Obtaining an analysis of capital additions in the year, reconciling to the Fixed Assets Register (FAR), and reviewing the descriptions to identify whether there are any potential items that could be revenue in nature; and
- ▶ Sample Test Property, Plant and Equipment additions, and REFCUS additions, if material, to ensure that the expenditure incurred and capitalised is clearly capital in nature or appropriate to be treated as REFCUS.

We will utilise our data analytics capabilities to assist with our work, including journal entry testing. We will assess journal entries more generally for evidence of management bias and evaluate for business rationale.

Our response to significant risks (continued)

Accounting for Infrastructure Assets

Financial statement impact

As a result of not writing out gross cost and accumulated depreciation where components are replaced, there is a risk that, if this is the case for elements not fully depreciated, assets in the Balance Sheet could be overstated.

What is the risk?

An issue has been raised via the NAO's Local Government Technical Group that some local authorities are not writing out the gross cost and accumulated depreciation on highways infrastructure assets when a major part/component has been replaced or decommissioned. This matter is currently under consideration by CIPFA and given the Council hold material Infrastructure Assets (Net Book Value of £5.06 million at 31 March 2021) we have raised a significant risk in this area.

What will we do?

In order to address this risk we will carry out a range of procedures including:

- ▶ Continue to discuss the matter with the Council as guidance on accounting for Infrastructure Assets is updated;
- ▶ Understand the Infrastructure Assets balance and the individual assets comprising this balance; and
- ▶ Understand the Council's process for writing out gross cost and accumulated depreciation on the Infrastructure Assets balance to determine whether this is materially correct at the Balance Sheet date.

Other areas of audit focus

We have identified other areas of the audit, that have not been classified as significant risks, but are still important when considering the risks of material misstatement to the financial statements and disclosures.

What is the risk/area of focus?	What will we do?
<p>Accounting for COVID-19 related government grants</p> <p>In response to the COVID-19 pandemic, the Council have received significant levels of grant funding, both to support the Council and to pass on to local businesses. Each of these grants will have distinct restrictions and conditions that will impact the accounting treatment of these. We are aware of new COVID-19 grant income in 2021/22 for example the COVID-19 Additional Relief Fund (CARF) where the Council has received £1.9 million.</p> <p>Given the volume of these grants, the new conditions for the Council to understand the accounting impact of, there is an inherent risk that these may be misclassified in the financial statements or inappropriately treated from an accounting perspective.</p>	<p>In order to address this risk we will carry out a range of procedures including:</p> <ul style="list-style-type: none"> Consider the Council's judgement on material grants received in relation to whether it is acting as an agent or a principal; and Encourage the finance team to provide its assessment of grant accounting well before it prepares the statements so that we can provide an early view on its proposed accounting treatment.
<p>Pension Liability Valuation & other pension disclosures</p> <p>The Authority makes extensive disclosures within its financial statements regarding its membership of Cambridgeshire Pension Fund Scheme administered by Cambridgeshire County Council. At 31 March 2021 the liability totalled £66.17 million.</p> <p>The information disclosed is based on the IAS 19 report issued to the Authority by the actuary to the Cambridgeshire Pension Fund.</p> <p>Accounting for this scheme involves significant estimation and judgement and therefore management engages an actuary to undertake the calculations on their behalf.</p> <p>We undertake procedures on the use of management experts and the assumptions underlying fair value estimates.</p>	<p>In order to address this risk we will carry out a range of procedures including:</p> <ul style="list-style-type: none"> Liaise with the auditors of Cambridgeshire Pension Fund, to obtain assurances over the information supplied to the actuary in relation to Fenland District Council; Assess the work of the Pension Fund actuary (Hymans Robertson) including the assumptions they have used, by relying on the work of PWC - Consulting Actuaries commissioned by the National Audit Office for all local government sector auditors, and by considering any relevant reviews by the EY actuarial team; and Review and test the accounting entries and disclosures made within the Authority's financial statements in relation to IAS19 considering fund assets and the Authority's liability.

Other areas of audit focus (continued)

What is the area of focus?	What will we do?
<p>Valuation of Land and Buildings and Investment Property</p> <p>The fair value of Property, Plant and Equipment (PPE) and Investment Properties (IP) represents a significant balance in the Council's accounts and is subject to valuation changes, impairment reviews and depreciation charges.</p> <p>At 31 March 2021 the net book value of PPE was £51.78 million, and the fair value of Investment Properties was £5.0 million. We note that within PPE, our focus is on Land and Buildings and Surplus Assets.</p> <p>Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end balances recorded in the Balance Sheet.</p>	<p>In order to address this risk we will carry out a range of procedures including:</p> <ul style="list-style-type: none"> ▶ Consider the work performed by the valuer, including the adequacy of the scope of the work performed, their professional capabilities and the results of their work; ▶ Sample test key asset information used by the valuer in performing their valuation (e.g. floor plans to support valuations based on price per square metre); ▶ Consider the annual cycle of valuations to ensure that assets have been valued within a 5 year rolling programme as required by the Code for PPE. We have also considered if there are any specific changes to assets that have occurred and that these have been communicated to the valuer; ▶ Review assets not subject to valuation in 2021/22 to confirm that the remaining asset base is not materially misstated; ▶ Consider changes to useful economic lives as a result of the most recent valuation; and ▶ Test accounting entries have been correctly processed in the financial statements.
<p>National Non-Domestic Rates (NNDR) Appeals Provision</p> <p>The calculation of the NNDR Appeals Provision is estimate based. Given the impact of COVID-19 on businesses seeking reductions in rateable values, there is a risk of material misstatement of the appeals provision due to the nature of the provision and the uncertainty around the full impact of COVID-19.</p> <p>In light of this we consider there to be an inherent risk of misstatement of the Council's NNDR appeals provision.</p>	<p>We will consider the Council's estimation of the NNDR appeals provision by performing the following:</p> <ul style="list-style-type: none"> ▶ Review the assumptions made by the Council's NNDR appeals provision specialist; and ▶ Assess the reasonableness of any local adjustments made by the Council on the NNDR appeals provision.



Audit risks

Other areas of audit focus (continued)

What is the area of focus?

Bad debt provision and recoverability of debtors

As a result of the long term impact of COVID-19 and other economic pressures and market uncertainties there may be increased uncertainty around the recoverability of receivables. This includes large value debtors with subsidiary company and outstanding management fees in respect of leisure centre. The provision for these bad debts is an estimate, and calculation requires management judgement. We would expect the Council to revisit their provision for bad debt calculation in light of COVID-19 and assess the appropriateness of this estimation technique. Given that there might be some subjectivity to the recoverability of debtors the Council will need to consider the level of any provision for bad debts. We have therefore raised as an inherent risk in our audit strategy.

What will we do?

In order to address this risk we will carry out a range of procedures including:

- Review the calculation of the Bad Debt Provision for reasonableness and accuracy; and
- Consider the recoverability of debts in testing a sample of trade receivables.



03

Value for Money Risks





Value for Money

Council's responsibilities for value for money

The Council is required to maintain an effective system of internal control that supports the achievement of its policies, aims and objectives while safeguarding and securing value for money from the public funds and other resources at its disposal.

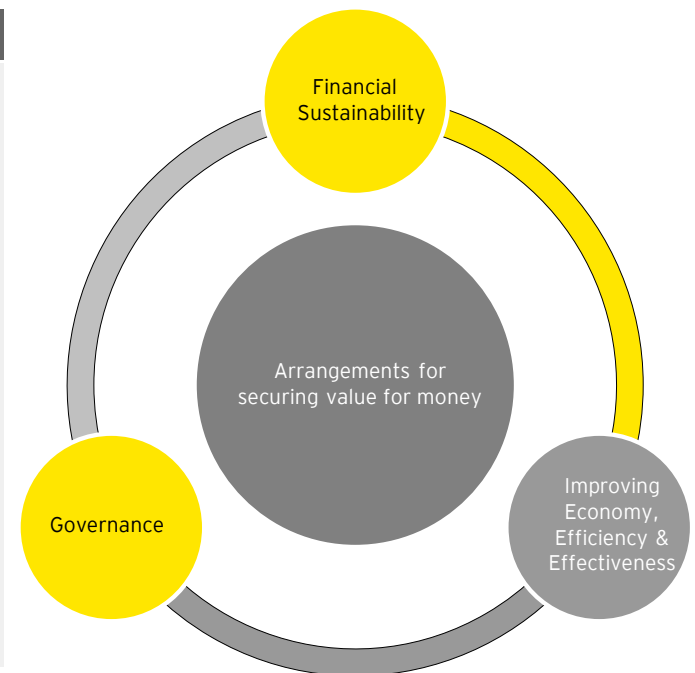
As part of the material published with the financial statements, the Council is required to bring together commentary on the governance framework and how this has operated during the period in a governance statement. In preparing the governance statement, the Council tailors the content to reflect its own individual circumstances, consistent with the requirements of the relevant accounting and reporting framework and having regard to any guidance issued in support of that framework. This includes a requirement to provide commentary on arrangements for securing value for money from the use of resources.

Auditor responsibilities

Under the NAO Code of Audit Practice we are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. The Code requires the auditor to design their work to provide them with sufficient assurance to enable them to report to the Council a commentary against specified reporting criteria (see below) on the arrangements the Council has in place to secure value for money through economic, efficient and effective use of its resources for the relevant period.

The specified reporting criteria are:

- ▶ Financial sustainability - How the Council plans and manages its resources to ensure it can continue to deliver its services.
- ▶ Governance - How the Council ensures that it makes informed decisions and properly manages its risks.
- ▶ Improving economy, efficiency and effectiveness - How the Council uses information about its costs and performance to improve the way it manages and delivers its services.





Planning and identifying risks of significant weakness in VFM arrangements

The NAO's guidance notes requires us to carry out a risk assessment which gathers sufficient evidence to enable us to document our evaluation of the Council's arrangements, in order to enable us to draft a commentary under the three reporting criteria. This includes identifying and reporting on any significant weaknesses in those arrangements and making appropriate recommendations.

In considering the Council's arrangements, we are required to consider:

- ▶ The Council's governance statement;
- ▶ Evidence that the Council's arrangements were in place during the reporting period;
- ▶ Evidence obtained from our work on the accounts;
- ▶ The work of inspectorates and other bodies; and
- ▶ Any other evidence source that we regards as necessary to facilitate the performance of our statutory duties.

We then consider whether there is evidence to suggest that there are significant weaknesses in arrangements. The NAO's guidance is clear that the assessment of what constitutes a significant weakness and the amount of additional audit work required to adequately respond to the risk of a significant weakness in arrangements is a matter of professional judgement. However, the NAO states that a weakness may be said to be significant if it:

- ▶ Exposes - or could reasonably be expected to expose - the Council to significant financial loss or risk;
- ▶ Leads to - or could reasonably be expected to lead to - significant impact on the quality or effectiveness of service or on the Council's reputation;
- ▶ Leads to - or could reasonably be expected to lead to - unlawful actions; or
- ▶ Identifies a failure to take action to address a previously identified significant weakness, such as failure to implement or achieve planned progress on action/improvement plans.

We should also be informed by a consideration of:

- ▶ The magnitude of the issue in relation to the size of the Council;
- ▶ Financial consequences in comparison to, for example, levels of income or expenditure, levels of reserves (where applicable), or impact on budgets or cashflow forecasts;
- ▶ The impact of the weakness on the Council's reported performance;
- ▶ Whether the issue has been identified by the Council's own internal arrangements and what corrective action has been taken or planned;
- ▶ Whether any legal judgements have been made including judicial review;
- ▶ Whether there has been any intervention by a regulator or Secretary of State;
- ▶ Whether the weakness could be considered significant when assessed against the nature, visibility or sensitivity of the issue;
- ▶ The impact on delivery of services to local taxpayers; and
- ▶ The length of time the Council has had to respond to the issue.



Value for Money

Responding to identified risks of significant weakness

Where our planning work has identified a risk of significant weakness, the NAO's guidance requires us to consider what additional evidence is needed to determine whether there is a significant weakness in arrangements and undertake additional procedures as necessary, including where appropriate, challenge of management's assumptions. We are required to report our planned procedures to the Audit and Risk Management Committee.

Reporting on VFM

Where we are not satisfied that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources the Code requires that we should refer to this by exception in the audit report on the financial statements.

In addition, the Code requires us to include the commentary on arrangements in the Auditor's Annual Report. The Code states that the commentary should be clear, readily understandable and highlight any issues we wish to draw to the Council's attention or the wider public. This should include details of any recommendations arising from the audit and follow-up of recommendations issued previously, along with our view as to whether they have been implemented satisfactorily.

Status of our 2021/22 VFM planning

We have yet to complete our detailed VFM risk planning. However, one area of focus will be on the arrangements that the Council has in place in relation to financial sustainability - including the impact of Covid-19 on the medium term financial planning.

We will provide an update on the outcome of our VFM planning and our planned response to any additional identified risks of significant weaknesses in arrangements at a future Audit and Risk Management Committee meeting.



04

Audit materiality



Materiality

Materiality

For planning purposes, materiality for 2021/22 has been set at £1.15 million for the Council. This represents 2% of the Council's prior year gross expenditure on provision of services. It will be reassessed throughout the audit process. We consider that gross expenditure on the provision of services is the area of biggest interest to the users of the Council's accounts. We have provided supplemental information about audit materiality in Appendix C.



We request that the Audit and Risk Management Committee confirm its understanding of, and agreement to, these materiality and reporting levels.

Key definitions

Planning materiality - the amount over which we anticipate misstatements would influence the economic decisions of a user of the financial statements.

Performance materiality - the amount we use to determine the extent of our audit procedures. We have set performance materiality at £0.862 million for the Council which represents 75% of planning materiality. This reflects the relatively lower level expectation of misstatements in our 2021/22 financial statement audit.

Audit difference threshold - we propose that misstatements identified below these thresholds are deemed clearly trivial. The same threshold for misstatements is used for component reporting. We will report to you all uncorrected misstatements over this amount relating to the comprehensive income and expenditure statement, balance sheet, and collection fund that have an effect on income or that relate to other comprehensive income.

Other uncorrected misstatements, such as reclassifications and misstatements in the cashflow statement and movement in reserves statement or disclosures, and corrected misstatements will be communicated to the extent that they merit the attention of the Audit and Risk Management Committee, or are important from a qualitative perspective.

Specific materiality - We have set a materiality threshold of £5,000 for related party transactions and members' allowances. For officers remuneration including exit packages we will apply materiality of £1,000 in line with bandings. This reflects our understanding that an amount less than our materiality would not influence the economic decisions of users of the financial statements in relation to these disclosures.

Materiality

The amount we consider material at the end of the audit may differ from our initial determination. At this stage, however, it is not feasible to anticipate all the circumstances that might ultimately influence our judgement. At the end of the audit we will form our final opinion by reference to all matters that could be significant to users of the financial statements, including the total effect of any audit misstatements, and our evaluation of materiality at that date.

We also identify areas where misstatement at a lower level than our overall materiality level might influence the reader and develop an audit strategy specific to these areas, including:

- ▶ Remuneration disclosures including councillor allowances: we will agree all disclosures back to source data, and councillor allowances to the agreed and approved amounts.
- ▶ Related party transactions: we will test the completeness of related party disclosures and the accuracy of all disclosures by checking back to supporting evidence.



05 Scope of our audit



Our Audit Process and Strategy

Objective and Scope of our Audit scoping

Under the Code of Audit Practice, our principal objectives are to undertake work to support the provision of our audit report to the audited body and to satisfy ourselves that the audited body has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources to the extent required by the relevant legislation and the requirements of the Code.

We issue an audit report that covers:

1. Financial statement audit

Our opinion on the financial statements:

- ▶ whether the financial statements give a true and fair view of the financial position of the audited body and its expenditure and income for the period in question; and
- ▶ whether the financial statements have been prepared properly in accordance with the relevant accounting and reporting framework as set out in legislation, applicable accounting standards or other direction.

Our opinion on other matters:

- ▶ whether other information published together with the audited financial statements is consistent with the financial statements; and
- ▶ where required, whether the part of the remuneration report to be audited has been properly prepared in accordance with the relevant accounting and reporting framework.

Other procedures required by the Code:

- ▶ Examine and report on the consistency of the Whole of Government Accounts schedules or returns with the body's audited financial statements for the relevant reporting period in line with the instructions issued by the NAO.

2. Arrangements for securing economy, efficiency and effectiveness (value for money)

As outlined in Section 03, we are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources and report a commentary on those arrangements.

Our Audit Process and Strategy (continued)

Audit Process Overview

Our audit involves:

- Identifying and understanding the key processes and internal controls; and
- Substantive tests of detail of transactions and amounts.

For 2021/22 we plan to follow a substantive approach to the audit as we have concluded this is the most efficient way to obtain the level of audit assurance required to conclude that the financial statements are not materially misstated.

Analytics:

We will use our computer-based analytics tools to enable us to capture whole populations of your financial data, in particular journal entries. These tools:

- Help identify specific exceptions and anomalies which can then be subject to more traditional substantive audit tests; and
- Give greater likelihood of identifying errors than random sampling techniques.

We will report the findings from our process and analytics work, including any significant weaknesses or inefficiencies identified and recommendations for improvement, to management and the Audit and Risk Management Committee.

Internal audit:

We will review internal audit plans and the results of their work. We will reflect on these when designing our overall audit approach and when developing our detailed testing strategy. We may also reflect relevant findings from their work in our reporting, where it raises issues that could have a material impact on the financial statements.



06

Audit team



Audit team

Audit team structure:

Mark Hodgson
Audit Partner

Dan Cooke
Audit Manager

Jacob McHugh
Audit Manager

Claire Sulam
Senior

EY Real
Estates (EYRE)

PwC (consulting
actuary) and EY
Actuaries

Working together with the Council

We are working together with officers to identify continuing improvements in communication and processes for the 2021/22 audit.

We will continue to keep our audit approach under review to streamline it where possible.

Use of specialists

When auditing key judgements, we are often required to use the input and advice provided by specialists who have qualifications and expertise not possessed by the core audit team. The areas where specialists are expected to provide input for the current year audit are:

Area	Specialists
Pensions disclosure	EY Pensions Team Hymans Robertson - Actuary to Cambridgeshire Pension Fund
Valuation of Land and Buildings & Investment Properties	Wilkes Head & Eve EY Real Estates (in relation to assessing the Council's valuers and otherwise required)
NDR Appeals Provision	Wilkes Head & Eve (management specialist)
Financial Instruments	Link Assets Services (management specialist)

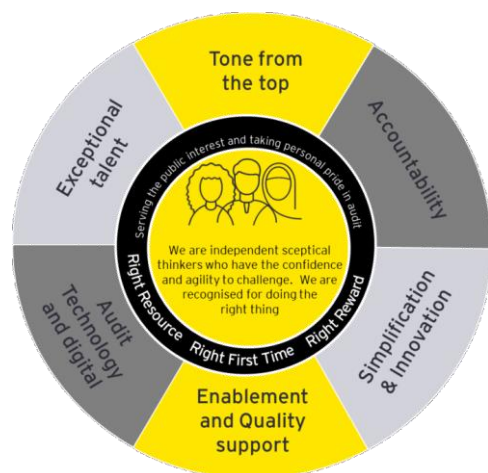
In accordance with Auditing Standards, we will evaluate each specialist's professional competence and objectivity, considering their qualifications, experience and available resources, together with the independence of the individuals performing the work.

We also consider the work performed by the specialist in light of our knowledge of the Council's business and processes and our assessment of audit risk in the particular area. For example, we would typically perform the following procedures:

- ▶ Analyse source data and make inquiries as to the procedures used by the specialist to establish whether the source data is relevant and reliable;
- ▶ Assess the reasonableness of the assumptions and methods used;
- ▶ Consider the appropriateness of the timing of when the specialist carried out the work; and
- ▶ Assess whether the substance of the specialist's findings are properly reflected in the financial statements.

Developing the right Audit Culture

In July 2021, EY established a UK Audit Board (UKAB) with a majority of independent Audit Non-Executives (ANEs). The UKAB will support our focus on delivering high-quality audits by strengthening governance and oversight over the culture of the audit business. This focus is critical given that audit quality starts with having the right culture embedded in the business.

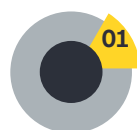


Our audit culture is the cement that binds together the building blocks and foundation of our audit strategy. We have been thoughtful in articulating a culture that is right for us: one that recognises we are part of a wider, global firm and is clear about whose interests our audits serve.

There are three elements underpinning our culture:

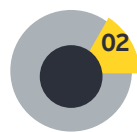
1. Our people are focused on a **common purpose**. It is vital we foster and nurture the values, attitudes and behaviours that lead our people to do the right thing.
2. The essential attributes of our audit business are:
 - ▶ **Right resources** – We team with competent people, investing in audit technology, methodology and support
 - ▶ **Right first time** – Our teams execute and review their work, consulting where required to meet the required standard
 - ▶ **Right reward** – We align our reward and recognition to reinforce the right behaviours

3. The six pillars of **Sustainable Audit Quality** are implemented.



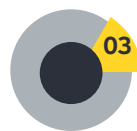
Tone at the top

The internal and external messages sent by EY leadership, including audit partners, set a clear tone at the top - they establish and encourage a commitment to audit quality



Exceptional talent

Specific initiatives support EY auditors in devoting time to perform quality work, including recruitment, retention, development and workload management



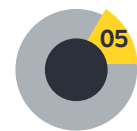
Accountability

The systems and processes in place help EY people take responsibility for carrying out high-quality work at all times, including their reward and recognition



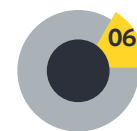
Audit technology and digital

The EY Digital Audit is evolving to set the standard for the digital-first way of approaching audit, combining leading-edge digital tools, stakeholder focus and a commitment to quality



Simplification and innovation

We are simplifying and standardising the approach used by EY auditors and embracing emerging technologies to improve the quality, consistency and efficiency of the audit



Enablement and quality support

How EY teams are internally supported to manage their responsibility to provide high audit quality

A critical part of this culture is that our people are **encouraged and empowered to challenge and exercise professional scepticism** across all our audits. However, we recognise that creating a culture requires more than just words from leaders. It has to be reflected in the lived experience of all our people each and every day enabling them to challenge themselves and the companies we audit.

Each year we complete an audit quality culture assessment to obtain feedback from our people on the values and behaviours they experience, and those they consider to be fundamental to our audit quality culture of the future. We action points that arise to ensure our culture continues to evolve appropriately.

2021 Audit Culture Survey result

A cultural health score of 78% (73%) was achieved for our UK Audit Business

We bring our culture alive by investing in three priority workstreams:

- Audit Culture with a focus on professional scepticism
- Adopting the digital audit
- Standardisation

This investment has led to a number of successful outputs covering training, tools, techniques and additional sources. Specific highlights include:

- Audit Purpose Barometer
- Active Scepticism Framework
- Increased access to external sector forecasts
- Forensic risk assessment pilots
- Refreshed PLOT training and support materials, including embedding in new hire and trainee courses
- Digital audit training for all ranks
- Increased hot file reviews and improved escalation processes
- New work programmes issued on auditing going concern, climate, impairment, expected credit losses, cashflow statements and conducting effective group oversight
- Development of bite size, available on demand, task specific tutorial videos

"A series of company collapses linked to unhealthy cultures.....have demonstrated why cultivating a healthy culture, underpinned by the right tone from the top, is fundamental to business success."

Sir John Thompson
Chief Executive of the FRC



07

Audit timeline





Audit timeline

Timetable of communication and deliverables

Timeline

Below is a timetable showing the key stages of the audit and the deliverables we have agreed to provide to you through the audit cycle in 2021/22. From time to time matters may arise that require immediate communication with the Audit and Risk Management Committee and we will discuss them with the Audit and Risk Management Committee Chair as appropriate. We will also provide updates on corporate governance and regulatory matters as necessary.

Audit phase	Timetable	Audit and Risk Management Committee timetable	Deliverables
Planning: Risk assessment and setting of scopes.	June - July 2022	Audit and Risk Management Committee	
Walkthrough of key systems and processes	July - August 2022		
Early Testing procedures	September 2022	Audit and Risk Management Committee	Audit Plan
Year end audit	October - December 2022	Audit and Risk Management Committee	Audit Plan Update - VFM Risk Assessment
Audit Completion procedures	December 2022	Audit and Risk Management Committee	Audit Results Report Audit opinion and completion certificates
	January 2022		Auditor's Annual Report



08

Independence



Introduction

The FRC Ethical Standard and ISA (UK) 260 “Communication of audit matters with those charged with governance”, requires us to communicate with you on a timely basis on all significant facts and matters that bear upon our integrity, objectivity and independence. The Ethical Standard, as revised in December 2019, requires that we communicate formally both at the planning stage and at the conclusion of the audit, as well as during the course of the audit if appropriate. The aim of these communications is to ensure full and fair disclosure by us to those charged with your governance on matters in which you have an interest.

Required communications	
Planning stage	Final stage
<ul style="list-style-type: none"> ▶ The principal threats, if any, to objectivity and independence identified by Ernst & Young (EY) including consideration of all relationships between you, your affiliates and directors and us; ▶ The safeguards adopted and the reasons why they are considered to be effective, including any Engagement Quality review; ▶ The overall assessment of threats and safeguards; ▶ Information about the general policies and process within EY to maintain objectivity and independence. 	<ul style="list-style-type: none"> ▶ In order for you to assess the integrity, objectivity and independence of the firm and each covered person, we are required to provide a written disclosure of relationships (including the provision of non-audit services) that may bear on our integrity, objectivity and independence. This is required to have regard to relationships with the entity, its directors and senior management, its affiliates, and its connected parties and the threats to integrity or objectivity, including those that could compromise independence that these create. We are also required to disclose any safeguards that we have put in place and why they address such threats, together with any other information necessary to enable our objectivity and independence to be assessed; ▶ Details of non-audit/additional services provided and the fees charged in relation thereto; ▶ Written confirmation that the firm and each covered person is independent and, if applicable, that any non-EY firms used in the group audit or external experts used have confirmed their independence to us; ▶ Details of any non-audit/additional services to a UK PIE audit client where there are differences of professional opinion concerning the engagement between the Ethics Partner and Engagement Partner and where the final conclusion differs from the professional opinion of the Ethics Partner ▶ Details of any inconsistencies between FRC Ethical Standard and your policy for the supply of non-audit services by EY and any apparent breach of that policy; ▶ Details of all breaches of the IESBA Code of Ethics, the FRC Ethical Standard and professional standards, and of any safeguards applied and actions taken by EY to address any threats to independence; and ▶ An opportunity to discuss auditor independence issues.

In addition, during the course of the audit, we are required to communicate with you whenever any significant judgements are made about threats to objectivity and independence and the appropriateness of safeguards put in place, for example, when accepting an engagement to provide non-audit services.

We ensure that the total amount of fees that EY and our network firms have charged to you and your affiliates for the provision of services during the reporting period, analysed in appropriate categories, are disclosed.

Relationships, services and related threats and safeguards

We highlight the following significant facts and matters that may be reasonably considered to bear upon our objectivity and independence, including the principal threats, if any. We have adopted the safeguards noted below to mitigate these threats along with the reasons why they are considered to be effective. However we will only perform non-audit services if the service has been pre-approved in accordance with your policy.

Overall Assessment

Overall, we consider that the safeguards that have been adopted appropriately mitigate the principal threats identified and we therefore confirm that EY is independent and the objectivity and independence of Mark Hodgson, your audit Engagement Partner and the audit engagement team have not been compromised.

Self interest threats

A self interest threat arises when EY has financial or other interests in the Council. Examples include where we have an investment in the Council; where we receive significant fees in respect of non-audit services; where we need to recover long outstanding fees; or where we enter into a business relationship with you. At the time of writing, there are no long outstanding fees.

We believe that it is appropriate for us to undertake those permitted non-audit/additional services set out in Section 5.40 of the FRC Ethical Standard 2019 (FRC ES), and we will comply with the policies that you have approved.

When the ratio of non-audit fees to audit fees exceeds 1:1, we are required to discuss this with our Ethics Partner, as set out by the FRC ES, and if necessary agree additional safeguards or not accept the non-audit engagement. We will also discuss this with you. We do not plan to perform any non-audit work. No additional safeguards are required.

A self interest threat may also arise if members of our audit engagement team have objectives or are rewarded in relation to sales of non-audit services to you. We confirm that no member of our audit engagement team, including those from other service lines, has objectives or is rewarded in relation to sales to you, in compliance with Ethical Standard part 4.

There are no other self interest threats at the date of this report.

Self review threats

Self review threats arise when the results of a non-audit service performed by EY or others within the EY network are reflected in the amounts included or disclosed in the financial statements.

There are no self review threats at the date of this report.

Management threats

Partners and employees of EY are prohibited from taking decisions on behalf of management of the Council. Management threats may also arise during the provision of a non-audit service in relation to which management is required to make judgements or decision based on that work.

There are no management threats at the date of this report.

Other threats

Other threats, such as advocacy, familiarity or intimidation, may arise.

There are no other threats at the date of this report.

Other communications

EY Transparency Report 2021

Ernst & Young (EY) has policies and procedures that instil professional values as part of firm culture and ensure that the highest standards of objectivity, independence and integrity are maintained. Details of the key policies and processes in place within EY for maintaining objectivity and independence can be found in our annual Transparency Report which the firm is required to publish by law. The most recent version of this Report is for the year end 30 June 2021: https://www.ey.com/en_uk/about-us/transparency-report-2021



09

Appendices



Appendix A

Fees

The duty to prescribe fees is a statutory function delegated to Public Sector Audit Appointments Ltd (PSAA) by the Secretary of State for Housing, Communities and Local Government.

This is defined as the fee required by auditors to meet statutory responsibilities under the Local Audit and Accountability Act 2014 in accordance with the requirements of the Code of Audit Practice and supporting guidance published by the National Audit Office, the financial reporting requirements set out in the Code of Practice on Local Authority Accounting published by CIPFA/LASAAC, and the professional standards applicable to auditors' work.

	Planned fee 2021/22	Final Fee 2020/21
	£'s	£'s
Scale Fee - Code work	37,873	37,873
Determined Scale Fee Variation (Note 1)	-	29,984
Baseline increase in Scale Fee from 2019/20 (Note 2)	28,362	-
Additional Audit Procedures (Note 3)	TBC	-
Total audit	TBC	67,857

All fees exclude VAT

Note 1 - PSAA Ltd determined the Scale Fee Variation on the 30 June 2022.

Note 2 - For 2021/22 the scale fee has again been re-assessed to take into account the same recurring risk factors as in 2019/20 and 2020/21 and is subject to determination by PSAA Ltd - subject to annual price uplifts.

Note 3 - For 2021/22, the scale fee will be impacted by a range of factors which will result in additional audit work, including some of those that were present in the prior year - such as the impact of Covid-19. See Section 2 of this report for further areas that are likely to lead to additional fees.

In addition, we are driving greater innovation in the audit through the use of technology. The significant investment costs in this global technology continue to rise as we seek to provide enhanced assurance and insight in the audit.

The agreed fee presented is based on the following assumptions:

- Officers meeting the agreed timetable of deliverables;
- Our accounts opinion and value for money conclusion being unqualified;
- Appropriate quality of documentation is provided by the Council; and
- The Council has an effective control environment.

If any of the above assumptions prove to be unfounded, we will seek a variation to the agreed fee. This will be discussed with the Council in advance.

Fees for the auditor's consideration of correspondence from the public and formal objections will be charged in addition to the scale fee.

Appendix B

Required communications with the Audit and Risk Management Committee

We have detailed the communications that we must provide to the Audit and Risk Management Committee.

Our Reporting to you		
Required communications	What is reported?	When and where
Terms of engagement	Confirmation by the Audit and Risk Management Committee of acceptance of terms of engagement as written in the engagement letter signed by both parties.	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies.
Our responsibilities	Reminder of our responsibilities as set out in the engagement letter	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies.
Planning and audit approach	Communication of the planned scope and timing of the audit, any limitations and the significant risks identified. When communicating key audit matters this includes the most significant risks of material misstatement (whether or not due to fraud) including those that have the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team	Audit Plan - September 2022 - Audit and Risk Management Committee
Significant findings from the audit	<ul style="list-style-type: none"> ▶ Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures ▶ Significant difficulties, if any, encountered during the audit ▶ Significant matters, if any, arising from the audit that were discussed with management ▶ Written representations that we are seeking ▶ Expected modifications to the audit report ▶ Other matters if any, significant to the oversight of the financial reporting process 	Audit Results Report - December 2022 - Audit and Risk Management Committee; and Auditor's Annual Report - December 2022 - Audit and Risk Management Committee

Appendix B

Required communications with the Audit and Risk Management Committee (continued)

		Our Reporting to you
Required communications	What is reported?	When and where
Going concern	<p>Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including:</p> <ul style="list-style-type: none"> Whether the events or conditions constitute a material uncertainty Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements The adequacy of related disclosures in the financial statements 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Misstatements	<ul style="list-style-type: none"> Uncorrected misstatements and their effect on our audit opinion, unless prohibited by law or regulation The effect of uncorrected misstatements related to prior periods A request that any uncorrected misstatement be corrected Material misstatements corrected by management 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Subsequent events	<ul style="list-style-type: none"> Enquiries of the Audit and Risk Management Committee where appropriate regarding whether any subsequent events have occurred that might affect the financial statements 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Fraud	<ul style="list-style-type: none"> Enquiries of the Audit and Risk Management Committee to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the entity Any fraud that we have identified or information we have obtained that indicates that a fraud may exist Unless all of those charged with governance are involved in managing the entity, any identified or suspected fraud involving: <ul style="list-style-type: none"> a. Management; b. Employees who have significant roles in internal control; or c. Others where the fraud results in a material misstatement in the financial statements The nature, timing and extent of audit procedures necessary to complete the audit when fraud involving management is suspected Any other matters related to fraud, relevant to Audit and Risk Management Committee responsibility 	Audit Results Report - December 2022 - Audit and Risk Management Committee




Appendix B

Required communications with the Audit and Risk Management Committee (continued)

		Our Reporting to you
Required communications	What is reported?	When and where
Related parties	<ul style="list-style-type: none"> Significant matters arising during the audit in connection with the entity's related parties including, when applicable: <ul style="list-style-type: none"> Non-disclosure by management Inappropriate authorisation and approval of transactions Disagreement over disclosures Non-compliance with laws and regulations Difficulty in identifying the party that ultimately controls the entity 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Independence	<p>Communication of all significant facts and matters that bear on EY's, and all individuals involved in the audit, objectivity and independence</p> <p>Communication of key elements of the audit engagement partner's consideration of independence and objectivity such as:</p> <ul style="list-style-type: none"> The principal threats Safeguards adopted and their effectiveness An overall assessment of threats and safeguards Information about the general policies and process within the firm to maintain objectivity and independence <p>Communication whenever significant judgements are made about threats to objectivity and independence and the appropriateness of safeguards put in place.</p>	<p>Audit Plan - September 2022 - Audit and Risk Management Committee; and</p> <p>Audit Results Report - December 2022 - Audit and Risk Management Committee</p>
External confirmations	<ul style="list-style-type: none"> Management's refusal for us to request confirmations Inability to obtain relevant and reliable audit evidence from other procedures 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Consideration of laws and regulations	<ul style="list-style-type: none"> Subject to compliance with applicable regulations, matters involving identified or suspected non-compliance with laws and regulations, other than those which are clearly inconsequential and the implications thereof. Instances of suspected non-compliance may also include those that are brought to our attention that are expected to occur imminently or for which there is reason to believe that they may occur Enquiry of the Audit and Risk Management Committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that the Audit and Risk Management Committee may be aware of 	Audit Results Report - December 2022 - Audit and Risk Management Committee

Appendix B

Required communications with the Audit and Risk Management Committee (continued)

		 Our Reporting to you
Required communications	 What is reported?	 When and where
Internal controls	<ul style="list-style-type: none"> Significant deficiencies in internal controls identified during the audit 	Audit Results Report - December 2022 - Audit and Risk Management Committee
Representations	Written representations we are requesting from management and/or those charged with governance	Audit Results Report - December 2022 - Audit and Risk Management Committee
Material inconsistencies and misstatements	Material inconsistencies or misstatements of fact identified in other information which management has refused to revise	Audit Results Report - December 2022 - Audit and Risk Management Committee
Auditors report	<ul style="list-style-type: none"> Any circumstances identified that affect the form and content of our auditor's report 	Audit Results Report - December 2022 - Audit and Risk Management Committee Auditor's Annual Report - December 2022
Fee Reporting	<ul style="list-style-type: none"> Breakdown of fee information when the audit plan is agreed Breakdown of fee information at the completion of the audit Any non-audit work 	Audit Plan - September 2022 - Audit and Risk Management Committee; and Audit Results Report - December 2022 - Audit and Risk Management Committee
Value for Money	<ul style="list-style-type: none"> Risks of significant weakness identified in planning work Commentary against specified reporting criteria on the VFM arrangements, including any exception report on significant weaknesses. 	Audit Plan - September 2022 - Audit and Risk Management Committee; Audit Results Report - December 2022 - Audit and Risk Management Committee Auditor's Annual Report - December 2022

Additional audit information

Objective of our audit

Our objective is to form an opinion on the Council's financial statements under International Standards on Auditing (UK) as prepared by you in accordance with with International Financial Reporting Standards as adopted by the EU, and as interpreted and adapted by the Code of Practice on Local Authority Accounting.

Our responsibilities in relation to the financial statement audit are set out in the formal terms of engagement between the PSAA's appointed auditors and audited bodies. We are responsible for forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of the Audit and Risk Management Committee. The audit does not relieve management or the Audit and Risk Management Committee of their responsibilities.

Other required procedures during the course of the audit

In addition to the key areas of audit focus outlined in section 2, we have to perform other procedures as required by auditing, ethical and independence standards and other regulations. We outline the procedures below that we will undertake during the course of our audit.

Our responsibilities required by auditing standards

- ▶ Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- ▶ Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- ▶ Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Concluding on the appropriateness of management's use of the going concern basis of accounting.
- ▶ Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtaining sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Council to express an opinion on the financial statements. Reading other information contained in the financial statements, the Audit and Risk Management Committee reporting appropriately addresses matters communicated by us to the Audit and Risk Management Committee and reporting whether it is materially inconsistent with our understanding and the financial statements; and
- ▶ Maintaining auditor independence.

Additional audit information (continued)

Other required procedures during the course of the audit (continued)

Procedures required by the Audit Code	<ul style="list-style-type: none"> ▶ Reviewing, and reporting on as appropriate, other information published with the financial statements, including the Annual Governance Statement. ▶ Examining and reporting on the consistency of consolidation schedules or returns with the Council's audited financial statements for the relevant reporting period (WGA Return).
Other procedures	<ul style="list-style-type: none"> ▶ We are required to discharge our statutory duties and responsibilities as established by the Local Audit and Accountability Act 2014 and Code of Audit Practice.

We have included in Appendix B a list of matters that we are required to communicate to you under professional standards.

Purpose and evaluation of materiality

For the purposes of determining whether the accounts are free from material error, we define materiality as the magnitude of an omission or misstatement that, individually or in the aggregate, in light of the surrounding circumstances, could reasonably be expected to influence the economic decisions of the users of the financial statements. Our evaluation of it requires professional judgement and necessarily takes into account qualitative as well as quantitative considerations implicit in the definition. We would be happy to discuss with you your expectations regarding our detection of misstatements in the financial statements.

Materiality determines the level of work performed on individual account balances and financial statement disclosures.

The amount we consider material at the end of the audit may differ from our initial determination. At this stage, however, it is not feasible to anticipate all of the circumstances that may ultimately influence our judgement about materiality. At the end of the audit we will form our final opinion by reference to all matters that could be significant to users of the accounts, including the total effect of the audit misstatements we identify, and our evaluation of materiality at that date.

EY | Assurance | Tax | Transactions | Advisory

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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ED None

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Agenda Item No:	6	
Committee:	Audit and Risk Management Committee	
Date:	19 September 2022	
Report Title:	Statement of Accounts 2021/22	

Cover sheet:

1 Purpose / Summary

The purpose of this report is for members to review and note the draft Statement of Accounts for 2021/22.

2 Key issues

- The annual accounts are prepared in accordance with the Code of Practice on Local Authority Accounting (The Code) issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and based on International Financial Reporting Standards (IFRS).
- The Accounts are presented in draft subject to External Audit.
- The Council's Statement of Accounts 2021/22 (subject to external audit) was signed off by the Corporate Director and Chief Finance Officer on 28 July 2022 as required by the Accounts and Audit (Amendment) Regulations 2021 and the Council's external auditors, Ernst & Young (EY) are scheduled to begin their detailed audit work on 31 October 2022.
- EY's Audit Results Report is currently scheduled to be presented to Audit and Risk Management Committee on 19 December 2022 with the final audited accounts being published soon after, following receipt of the auditor's opinion.

3 Recommendations

- It is recommended that the contents of the draft Statement of Accounts for the financial year ended 31 March 2022 be noted.

Wards Affected	All
Forward Plan Reference	
Portfolio Holder(s)	Cllr Chris Boden, Leader & Portfolio Holder, Finance
Report Originator(s)	Peter Catchpole, Corporate Director and Chief Finance Officer Mark Saunders, Chief Accountant
Contact Officer(s)	Peter Catchpole, Corporate Director and Chief Finance Officer Mark Saunders, Chief Accountant
Background Paper(s)	Closure of accounts working papers 2021/22

1 BACKGROUND

- 1.1 The annual accounts of local authorities are prepared in accordance with the Code of Practice on Local Authority Accounting (The Code), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and on other relevant guidance relating to accounting and reporting standards. The Code, based on International Financial Reporting Standards (IFRS), is highly prescriptive both in terms of the main financial statements and the notes that accompany them.
- 1.2 The Accounts and Audit Regulations 2015 require that the Council's Statement of Accounts be signed off by the Corporate Director and Chief Finance Officer by the end of May following the financial year ended 2020/21 and for the final audited Statement of Accounts to be published by the end of July.
- 1.3 The Accounts and Audit (Amendment) Regulations 2021 extends these deadlines for the 2020/21 and 2021/22 accounts. For these years, the draft accounts must be signed off by 31 July following the year-end by the Corporate Director and Chief Finance Officer and the publication of the final audited accounts has moved to 30 September for the 2020/21 accounts. The Accounts and Audit (Amendment) Regulations 2022 extends the publication deadline to 30 November 2022 for the 2021/22 accounts.
- 1.4 To meet the agreed timetables, the draft Statement of Accounts for 2021/22 was signed off by the Corporate Director and Chief Finance Officer on 28 July 2022. These draft accounts, which are subject to external audit, have been published on the Council's website along with the required notice of the Exercise of Public Rights to inspect the accounts (30 working days from 29 July 2022).
- 1.5 The figures presented are all provisional pending audit by the Council's external auditors EY (Ernst & Young), who are scheduled to begin their work on 31 October 2022. EY's Audit Results Report is currently scheduled to be presented to Audit and Risk Management Committee on 19 December 2022, where the Committee will also be presented with the final Statement of Accounts. Following receipt of the external auditor's opinion, the final audited Statement of Accounts 2021/22 will be published on the Council's website.
- 1.6 As a result of EY's scheduled timescale for completing the audit, the publication of the final audited accounts for 2021/22 will be later than the 30 November date specified in the regulations. EY's Audit Plan for the 2021/22 accounts is due to be presented at an earlier agenda item, where they will explain their reporting timetable and the reasons for not meeting the 30 November date. There are no consequences to the Council of these revised audit dates.
- 1.7 The timetable for production of the Council's draft accounts has been achieved once again this year. The production of accounts under IFRS remains a complex task and requires a significant and concentrated staff commitment to meet the statutory deadlines.

2 STATEMENT OF ACCOUNTS AND AUDIT ARRANGEMENTS

- 2.1 The draft Statement of Accounts is attached for review and at Appendix A is a brief summary giving explanations of the contents of the accounts.
- 2.2 The 2021/22 audit of accounts will be undertaken by Ernst & Young (EY) and they are scheduled to commence detailed work on the audit on 31 October 2022. Should any material changes to the draft Statement of Accounts be required at the conclusion of their work, these will be incorporated into the final version for approval at the meeting of this Committee on 19 December 2022.
- 2.3 The accounts are available for a statutory period of public inspection of 30 working days, which started on 29 July 2022. Notice of the dates and times of availability have been published on the Council's website. In addition, local government electors of the district may question the auditor or make objections to the accounts for the year ended 31 March 2022, during the inspection period.
- 2.4 It is anticipated that the audit of the accounts will be concluded in mid-December. At the meeting of this Committee scheduled for 19 December 2022, members will receive a formal report of the Audit Opinion, known as the Audit Results Report (ISA 260). Members will then be asked to approve the Statement of Accounts 2021/22.

STATEMENT OF ACCOUNTS 2021/22

1. Narrative Report

This Section gives summary information for the financial year.

2. Statement of Responsibilities

Sets out both this Council's and the Corporate Director and Chief Finance Officer's responsibilities.

Core Financial Statements:-

3. Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves.

4. Comprehensive Income and Expenditure Statement

This Section gives detailed information about total expenditure on the services provided by the Council. Income for each service is matched against expenditure to show the net cost of services. The account also shows how much is received from council tax payers and from general government grants to help meet the cost of services. In addition, the statement shows the movements in the revaluation reserve and actuarial gains and losses on the pension scheme.

5. Balance Sheet

The balance sheet provides a snapshot of the Council's financial position as at 31 March 2022. It sets out what the Council owns and what the Council owes at this point in time.

6. The Cash Flow Statement

This statement summarises the total cash movements during the year for both capital and revenue purposes.

7. Expenditure and Funding Analysis

This analysis details the adjustments between the funding and accounting basis across the Council's services and other operating income and expenditure. The accounting adjustments do not impact on the Council's General Fund balance (and hence Council Tax levels). They are therefore not reported as part of outturn.

8. Notes to the Core Financial Statements

There are 42 notes to the Core Financial Statements and these provide additional information regarding the Council's financial activities during 2021/22. They include at Note 1 the Council's Accounting Policies.

Additional Financial Statements:-

9. The Collection Fund

The Council is legally obliged to maintain this fund separately from all other funds and accounts. It shows the transactions that have arisen because the Council is a billing authority, responsible for collecting non-domestic rates and council tax on behalf of the precepting authorities (the police, fire authority, county council, town and parish councils) and central government as well as for itself. The collection fund records the income we receive from local council taxpayers and business ratepayers and the money that is distributed to other public bodies.

FENLAND DISTRICT COUNCIL
STATEMENT OF ACCOUNTS

2021-22

DRAFT
(SUBJECT TO AUDIT)

FENLAND DISTRICT COUNCIL

STATEMENT OF ACCOUNTS

2021/22

CONTENTS	Page Number
Narrative Report	2
Statement of Responsibilities for the Statement of Accounts	28
Core Financial Statements	
Movement in Reserves Statement	29
Comprehensive Income and Expenditure Statement	31
Balance Sheet	32
The Cash Flow Statement	33
Expenditure and Funding Analysis	34
Notes to Core Financial Statements	35
Additional Financial Statements and Information	
The Collection Fund	109
Independent Auditor's Report	115
Glossary of Terms	119
Abbreviations used in the Accounts	123

NARRATIVE REPORT

1. INTRODUCTION

This report explains how we've worked with residents, partners and community groups over the past year to achieve the priorities in our Business Plan. Our priorities focus on our communities, our environment and our economy.

2. ABOUT FENLAND

Fenland has strong community spirit and pride in its heritage. 102,500 people live in the district (Census 2021), which covers 211 square miles within North Cambridgeshire. 75% of residents live within our four market towns of Chatteris, March, Whittlesey and Wisbech. Our beautiful rural landscape is home to 29 villages and attracts visitors from nationwide.

Fenland has the lowest house prices in Cambridgeshire and plentiful availability of commercial land. As a result, our population is growing quickly. By 2036, it is predicted that the population will have increased by over 12% to 115,140. We have plans in place to maximise the positive opportunities that growth brings.

Our population is also getting older. 29% of our population are aged 60 or over; above average compared to Cambridgeshire (24%) and the UK as a whole (24% - Census 2021). Alongside partners, we are working to enable residents to access the support they need to live happily, healthily and independently.

We also face some challenges around deprivation, particularly around education and health. We are the 80th (out of 326) most deprived area in the country, with some wards within the top 10% most deprived (IMD: 2019). Nevertheless, we continue to work closely with other organisations to positively overcome these challenges.

Further details can be found in our Annual Report at: www.fenland.gov.uk/annualreport

3. ABOUT FENLAND DISTRICT COUNCIL

Fenland District Council has 362 employees. As an organisation, our unique 'one-team' culture supports the effective delivery of our priorities. It enables officers, elected members and partners to effectively work together without the constraints of traditional department silos. We support and invest in our workforce to give them the skills they need to work effectively in their roles, which has been recognised by continued Customer Service Excellence (CSE) re-accreditations. In our latest Staff Survey (2022), 87% of staff said they were proud to work for us.

Public sector austerity has now continued for over a decade. Since 2010, we have made savings of £10.36million, and must make a further £0.97million between 2022/23 and 2026/27. The challenge remains to deliver good quality services that our residents need, whilst investing in services and projects that help the district to grow. We continue to work closely with partners, with well-established arrangements in place for a number of our key services including Revenues and Benefits and Planning Policy. Our partnership with Freedom Leisure has already enabled improvements to be made to our leisure centre facilities.

As an organisation, work is underway to ensure we are operating as effectively as possible – not only to meet current needs, but to meet future ones too. During this financial year we have taken forward the Commercial and Investment Strategy approved in early 2020. This strategy enabled us to establish Fenland Future Ltd (in June 2020), a wholly owned subsidiary, to take forward the development of Council owned landholdings. In addition, the Council has acquired an industrial property in Wisbech (in March 2021) which is leased to the private sector and a residential property in March which is currently being utilised by our homelessness service. Our 'My Fenland' Customer Services project is enabling us to transform our processing of customer enquiries by utilising technology to enable residents to access services 24/7. A number of transformation projects, under our 'Council for the Future' agenda, spanning across a variety of service areas, are also changing the way we work to meet emerging needs.

With the cost of living skyrocketing across the board and energy, fuel, food, national insurance, mortgage rates and rents all rising, it might have been expected that the Council would raise our element of Council Tax too. However, the Council determinedly froze Fenland's portion of the Council Tax in 2022/23 for the fourth consecutive year.

Here, as we outline our achievements for 2021/22, we're proud to have maintained excellent public services and pushed forward with ambitious plans for the future, while consistently offering our residents a year-on-year, real-terms cut in their Council Tax.

Despite many national and global challenges in recent years, and resulting strains on our finances, the Council has remained innovative, resilient, and steadfast in its determination to improve the lives of Fenland residents. We have continued to ensure the needs of our residents and communities are recognised and responded to, put arrangements in place to secure on-going improvement, delivered vital public services to the highest of standards and, with reduced budgets, provided better value for money each year.

We have supported vulnerable members of our community; led emergency responses and built resilience; prevented and tackled homelessness; helped people to live in good quality, safe housing; worked with the police to prevent and tackle crime and anti-social behaviour; encouraged our residents to live healthier, more active lifestyles; protected and enhanced our parks and green spaces; cleaned streets and dealt with the district's waste and recycling; promoted and lobbied for infrastructure improvements; improved our air quality; secured investment in the district and held numerous community events all across Fenland.

Our Annual Report gives a summary of this work, outlines what we have achieved in the past year and how we have spent the money we receive, and charts progress made against the ambitions and commitments set out in our Business Plan 2021/22.

Key highlights include progress on numerous regeneration programmes such as our Railway Stations Masterplans, Wisbech High Street Project and March Future High Streets Fund work, the launch of several new online service request forms to make it even easier for people to access council services, tackling more rogue landlords who breached housing and safety legislation, expanding the district's air quality monitoring network, distributing more coronavirus business grants, and playing a key role in the Government's Homes for Ukraine scheme by supporting Ukrainians seeking refuge from war.

We hope the report demonstrates the huge breadth of work we undertake with partners and the voluntary sector to make a positive difference to the lives of Fenland residents, and to ensure the district is well prepared for the future.

Covid-19 and Fenland District Council

We've come a long way in our battle with coronavirus. At the start of 2021 we were in our second period of national lockdown, with fears about the impact it would have on jobs, businesses, and the economy, as well as people's mental health and wellbeing, at the forefront of our minds.

As a Council, meeting the demands of the Covid-19 pandemic have been vast. Whilst delivering business as usual, we have responded to, and delivered, changes in legislation within days, created new services to respond to residents' needs and communicated the latest guidance effectively with communities, businesses, and our workforce.

At the same time, we've accelerated the pace of our customer services transformation. Work to provide more modern, efficient, and flexible ways to access our services has been a Council priority for some time, but the rapid uptake of digital technologies during the pandemic meant we had to fast-track years of progress in a matter of months.

Not only have we significantly improved our online access, but we have increased the automation of our digital services and developed faster and more streamlined processes to make it even easier for people to interact with us, whilst ensuring that face-to-face services remain available for those that need them.

Meeting the challenges of Covid has also enabled even closer working with our partners, stakeholders and communities, and a greater pooling of our combined resources.

Now, as we continue to recover from the crisis, there is a great deal we can learn from our pandemic response. We have an opportunity to harness the innovation, collaboration and creativity which has flourished so much during the past almost two years and use it to evolve even further.

Partnership Investment in Fenland

We're working hard to attract the crucial external funding needed to unlock Fenland's potential and bolster its prosperity and resilience in the coming years.

The diagram below shows some of the projects currently in progress across the district thanks to millions of pounds worth of inward investment already secured.

The projects include development and regeneration of key sites, investment to improve transport and digital connectivity, and innovation and technology centres.

The opportunities will help to accelerate Fenland's Covid-19 recovery, boost our economy, support new skills opportunities, and create much-needed new jobs.

Although many of these funding schemes are focused on our four market towns, our local villages will also benefit, as will neighbouring communities across Cambridgeshire, Norfolk and Lincolnshire. Improvements to our rural communities are equally as important and are included in our investment work.

Extract from the Council's 2022/23 Business Plan - Key Projects in Fenland



* Project delivered in collaboration with local partners

4. GOVERNANCE

Fenland District Council is made up of 39 Councillors, representing 24 wards.

Councillors are elected every four years by local residents to represent their area, make decisions and set priorities for the district.

We operate a Leader and Cabinet style of governance. This involves a Cabinet of 10 Councillors, each with specific responsibilities.

Currently, the Conservative group holds the majority with 27 seats. The remaining 12 seats are made up of 9 Independent Councillors, 2 Liberal Democrat Councillors and 1 Green Party Councillor.

5. OUR PRIORITIES

Our mission as a Council is 'To improve the quality of life for people living in Fenland'

These priorities have been developed to address the most important needs of our communities.

Our priorities are split into three headings: Communities, Environment and Economy. These priorities primarily focus on the statutory and wide variety of core services that we provide day-to-day.

The fourth priority, Quality Organisation, sits alongside everything we do. It aims to ensure that the Council runs effectively, transparently and sustainably. We invest in and support our workforce to ensure they have the skills and resources they need to work to the best of their ability.

Our unique 'one- team' culture enables officers, elected members and partners to work effectively together without the constraints of traditional department silos. This approach results in excellent staff satisfaction, with 87% of staff saying they were proud to work for us in our latest Staff Survey (2022).

Each priority is underpinned by a series of performance indicators, which is reported to all Members at our Council meetings.

We also have a fifth cross cutting priority: Council for the Future. This priority is formed from a selection of transformative projects which aim to address the future needs of residents and our organisation as a whole.

Summary of Corporate Priorities 2021/22:

Council for the Future	Quality Organisation	Communities	<ul style="list-style-type: none"> • Support vulnerable members of our community • Promote health and wellbeing for all • Work with partners to promote Fenland through culture and heritage
		Environment	<ul style="list-style-type: none"> • Deliver a high performing refuse, recycling and street cleansing service • Work with partners and the community on projects that improve the environment and our street scene • Work with partners to keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion
		Economy	<ul style="list-style-type: none"> • Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland • Promote and enable housing growth, economic growth and regeneration across Fenland • Promote and lobby for infrastructure improvements across the District

6. COUNCIL FOR THE FUTURE

Our Cabinet members have selected a number of projects to contribute towards our 'Council for the Future' agenda. These projects have a variety of aims; from tackling areas of particular need within Fenland, to sustainably transforming services and our organisation to be fit for the future. Although these are influenced by external factors, the aim is to have a programme of projects completed by the end of the current Council leadership term in 2023. Projects vary in scope and complexity, with some requiring close partnership working with external organisations and changes in policies before their aims can be delivered.

Modernising council services

- ❶ Over 63,000 answered phone calls to contact centre and 99.5% of customer queries resolved at first point of contact in 2021.
- ❷ Our My Fenland team has transformed, bringing together 5 admin services, 29 staff have new roles, including technical officers to answer more detailed queries.
- ❸ Our Transformation team have completed 136 process maps, including redesigning 333 processes. These benefit either staff, our customers or both.

Safer homes for tenants

- ❶ 277 properties where positive action from the team helped resolve issues.
- ❷ £122,252 fines given to landlords not complying with housing and safety legislation.
- ❸ Proactive support given to tackle Covid regulations in HMO (Houses of Multiple Occupation) accommodation.

CCTV service

- ❶ Business continuity maintained 24/7, 365 days a year, for the CCTV service during the pandemic.
- ❷ 1,233 incidents captured on CCTV to support police outcomes, leading to 105 arrests being made.
- ❸ 4,633 (13 per day) pro-active camera controls completed, supporting early detection of community issues and crime reduction.

Planning for the future

- ❶ Completion of “call for sites” appraisal to inform consultation on the Local Plan in 2022/23.
- ❷ Development of Local Plan Policies to inform Local Plan consultation in 2022/23.
- ❸ Development of the evidence base to inform Local Plan consultation in 2022/23.

Better online services

- ❶ Launch back-office integrated Missed Bins and Environmental Service requests forms, enabling real-time notifications of issues and reducing processing time.
- ❷ New Digital Journeys back office integrated forms launched for 17 licensing processes, enabling residents to apply for certain Taxi and Premises licenses online for the first time.
- ❸ 1,300 successful Covid business grant applications were made through our online forms resulting in over £7million of payments made to local businesses.

Clamping down on poor parking

- ❶ Completed on-street site surveys of all existing Traffic Regulation Orders in the district. This will identify works needed surrounding sign and line discrepancies.
- ❷ Working with Cambridgeshire County Council, we have prepared a draft application for the Department of Transport for the implementation of Civil Parking Enforcement.
- ❸ We wrote to all statutory consultees to find out any comments or objections in relation to the above draft application. Responses will inform the final application.

Competitive trade waste service

- ❶ Modernisation of the service by introducing the ‘Bartec’ system to manage invoicing and collection schedules. Ensuring all collections are recorded accurately for invoicing, which is produced automatically via a direct connection with the finance system.
- ❷ 50 new customers joined our service from other providers.
- ❸ Increased income year on year; income in 2021/22 was £369,000 – up 12% from 2019/20.

Bringing empty homes back into use

- ❶ Implementation of new empty homes premium suspension scheme to encourage homes back into use. 8 suspensions awarded since September 2021 with 2 renovations completed, bringing properties back into use, and 2 due to complete by the end of May 2022.
- ❷ 77 homes brought back into use.

③ £93,099 benefit from New Homes Bonus.

Protecting our environment

- ① Successfully prosecuted a dark smoke offence and resolved a contaminated land incident caused by a leaking oil tank.
- ② 720 cleansing inspections undertaken to audit the cleanliness of the district.
- ③ Undertook 14 interviews under Caution with individuals who we believe may help us/have been responsible for fly-tipped waste. Issued 12 Fixed Penalty Notices for Fly-tipping or Duty of Care offenses (allowing fly-tipping to happen).

Better railways for Fenland

- ① The Platform 1 building project at March Station is complete. This has redeveloped the entire station to create an open-plan ticket hall and waiting area, accessible modern toilet facilities and retail outlets.
- ② Significant progress has been made on the construction of a car park for Manea Station.
- ③ The existing car park refurbishment and extension at March Station is complete.

Healthy You

- ① Re-start, continuation and new launches of Active Fenland sessions post lockdowns and Covid-19 restrictions. Fifteen different programmes in total.
- ② Creation and delivery of two multi-day social media campaigns as a digital offer for health and wellbeing providing key national messages and resources.
- ③ Delivery of healthy eating workshops by Active Fenland across Key Stage 1&2 as part of Health and Wellbeing school days in various Fenland primary schools.

A more commercial outlook

- ① Received a full year's rent (£230,000) from the Wisbech property investment acquired in March 2021.
- ② Progress being made towards gaining outline planning permission for two Council owned development sites.
- ③ Strategically purchased a property in March to support the Council's commercial investment strategy.

7. OUR COMMUNITIES

Support vulnerable members of our community

- Since its launch in March 2020, our **Covid-19 Community Hub** has provided a lifeline to those most at risk during the outbreak. Co-ordinating the support available from over **80 different organisations**, the Hub supported vulnerable residents with food shopping, medicine collection, general errands and money and employment advice. Since the Hub's launch, **over 2,300 requests for support** have been received.
 - Our Housing Options team received **1,905 requests for homeless advice and assistance**; 1,200 of these approaches were resolved through the advice provided. **335 households were prevented from becoming homeless**. Supported by our Housing Enforcement Policy, we issued a significant number of civil penalty notices to landlords
- Fenland District Council Statement of Accounts 2021/22

choosing to flout regulations and legislation. We continue to support the increasing number of proactive landlords who request help from us to ensure their properties meet appropriate standards before being let. Hosting bi-annual landlord forums, detailing legislative amendments relevant to the private rented sector, also provides useful support to landlords.

- Through our Disabled Facilities Grants scheme, the Council provides **adaption works for elderly and disabled householders** to remain safe, secure and protected in their own homes. Last year **we assisted 119 households with adaption works**. These included the **installation of walk-in showers, stairlifts, ramped access facilities and specialist equipment such as person hoists**.
- The **14th annual Pride in Fenland awards** took place in November to celebrate the incredible contributions of unsung heroes from across the district. Organised by Fenland District Council and the Fenland Citizen newspaper, this year's online awards were **dedicated to those who went above and beyond during the pandemic**. Judges heard many inspiring stories of kindness and selfless support across five categories: Community Group, Young Person in the Community, Good Friend, Special Judges' award and the Community Covid awards.
- The **Whittlesey Big Bash** took place on September 12th at Whittlesey Manor Leisure Centre. The Golden Age team and 17 partners took part in the event, with a **great turnout of over 200 people** visiting in the space of 2 hours. As the event was not just a Golden Age fair, many partners commented on the great opportunities they had to speak with family members of older residents who were going to pass vital information on.
- As the terrible events in Ukraine unfolded in February 2022, we **pledged to provide support for Ukrainian refugees** as soon as the Government's extended safe routes opened. As part of the Cambridgeshire and Peterborough Ukraine Refugee Response group, we arranged for property checks to be undertaken at sponsors' homes, support sponsors to undertake the DBS process and developed a welcome pack with information about essential and local services.

Promote health and wellbeing for all

- The Freedom team have worked exceptionally hard to encourage people back into Fenland's leisure centres following the pandemic. There has been considerable success with **growth in the Swimming Lesson programme** now at almost double the number of participants compared with pre-pandemic. Casual swimming and membership levels are back above 90% of the pre-pandemic levels. The pandemic did allow people time to reassess their health and **the four leisure centres in Fenland are playing a significant role in helping people become healthier**.
- **Health and Wellbeing support** for Fenland residents continued to focus on **Covid-19**. Businesses were offered guidance surrounding Covid secure practices in the workplace, access testing for staff, risk assessments and wellbeing visits by public health staff to discuss vaccination concerns and broader issues such as long covid. This has helped deliver businesses continuity; especially for many of our larger food/product producers and packers. **Self-isolation support through the pilot Enduring Transmission project** was provided to over 200 Fenland residents (where Covid-19 rates remained stubbornly high), with a total allocation of over £57,000. We also continued to provide support for vaccination centres including agreeing locations, monitoring uptake and accessibility.

- The pandemic made clear to our community how important open spaces are to having a happy and healthy life. Together with our contractor Tivoli, we've **continued to provide excellent open spaces across Fenland**. Work in the past year has included the improvement of several play areas with resulting increases in use by children and their families.

Work with partners to promote Fenland through culture and heritage

- Following financial support from Arts Council England, we have appointed an officer **to work with local cultural and creative organisations and individuals to develop an action plan to amplify creativity and cultural opportunities in Fenland**, raising the profile of the many activities already taking place.
- We worked hard to **support the community by promptly re-establishing Fenland's Four Seasons events** providing opportunities for businesses to trade again. Christmas Markets were delivered in Wisbech and March, followed by March St George's Fayre. This had a bumper turn out and received extremely positive feedback. We also made use of **Government Welcome Back funding to bolster re-opening of Fenland's high streets** through a series of additional pop-up events, business support, shop local marketing and town centre aesthetic improvements including floral displays and enhanced cleaning.

Performance	Target 2021/22	Performance
Total number of private rented homes where positive action has been taken to address safety issues	250	277
Proportion (%) of households presenting to the Council as homeless whose housing circumstances were resolved through Housing Options work	New PI	57%
Number of empty properties brought back into use	70	77
New Homes Bonus achieved as a result of bringing empty homes back into use	£50,000	£93,099
Number of Active Health local sessions per year that improve community health	225	504
Customer feedback across Freedom Leisure facilities in Fenland	90%	85%*

* Performance/service impacted by COVID-19 restrictions

8. OUR ENVIRONMENT

Deliver a high performing refuse, recycling and street cleansing service

- Core services continued without issue this year with over **2.9million bin collections** made across the district. Customers continued to recycle their waste well, generating £475,000 of income to support services as a result. Customer satisfaction with our Refuse and Recycling and Garden Waste (Brown Bin) services remains high at 96% and 97% respectively. The Garden Waste service has continued to grow with subscriptions at an all-time high of over 23,000 in 2021/22.
- Our trained **'Getting It Sorted' volunteers supported recycling in Fenland** with events, activities, education packs for schools to use, videos and online training courses. They also kept the Council's multi-lingual recycling website, www.gettingitsorted.org, up-to-date and regularly posted recycling messages on social media to help residents recycle right at home.

- Our Cleansing and Rapid Response team continued to provide the usual seven-day street sweeping, litter picking and fly-tipping removal service in our towns and villages. Last year they **responded to over 1,200 service requests**: 95% on the same or next day. Over **1,300 quality inspections** were made in areas of high footfall – 99% met cleansing standards first time.

Work with partners and the community on projects that improve the environment and our street scene

- As Covid restrictions gradually eased we continued to **work with community environmental volunteering groups** as permitted, with many smaller litter picks still able to take place. This year saw Gorefield Street Pride celebrate their 10th anniversary and a growth in Street Pride group numbers, now totalling 18. **Over £37,000 was awarded** to community groups living within the vicinity of wind turbines to improve their local environment. Projects included switching to LED lighting, solar powered mobile vehicle activated signs and enhancements to green spaces.
- Our Street Scene team spent **3,400 hours on patrol**. They work closely with the community to help protect our environment with a focus on preventing fly-tipping, littering and dog fouling. Over the past year they have visited over **600 sites of reported fly-tipping** to try and gather evidence that will help identify who's responsible. They investigated **241 reports of abandoned vehicles**, undertook **352 dog related actions** (including speaking to dog owners, refreshing signs in reported areas for dog fouling and working with the Green Dog Walkers volunteers), made **3015 memorial safety inspections and investigated 137 matters relating to litter**.

Work with partners to help keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion

- Our **shared CCTV service** with Peterborough City Council maintained its 100% service function 24 hours a day, 365 days a year. The service conducted **over 6,000 pro-active camera patrols, detected over 1,000 incidents of crime and disorder across the district** and supported our policing partners to make **86 arrests** for offences, helping to make the district safer.
- Working with internal and external partners, our Community Safety team have been involved in the **investigation of 211 reports of anti-social behaviour**, nuisance and other quality of life concerns. Examples include youth anti-social behaviour and crime in Wisbech and Chatteris, vehicle related nuisance in a public car park in Chatteris and concerns linked to highway obstruction and hoarding in Wisbech. The team is also part of the Fenland Community Safety Partnership, which have undertaken projects raising awareness of illegal money lending, loan sharks, domestic abuse and coercive control, modern day slavery, child exploitation and road safety. As well as engaging the community, training sessions were delivered to support the development of frontline professionals who work within the Fenland community surrounding domestic abuse, hate crime, cybercrime and substance abuse.

Performance	Target 2021/22	Performance
Rapid or Village Response requests actioned the same or next day	90%	95%
% of inspected streets meeting our cleansing standards (including graffiti and flyposting)	93%	99%
% of collected household waste recycled through the Blue Bin service	28%	28%
Customer satisfaction with Refuse and Recycling services	90%	96%
Customer satisfaction with Garden Waste service	85%	97%
Number of Street Pride, Green Dog Walkers and Friends of Community environmental events supported	204	191*
% of local businesses who thought they were supported and treated fairly	90%	100%
% of those asked who are satisfied with Fenland District Council's events	90%	N/A

* The number of events held is significantly less than in previous years due to the pandemic. Restrictions were in place at the beginning of April 2021 which either prohibited groups meeting at all or meant that only groups of 6 or 30 volunteers could meet.

9. OUR ECONOMY

Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland

- Our Finance and Business teams worked together to distribute **£7.094million in Government coronavirus business grants** in 2021/22. These have been paid to help businesses impacted by trading restrictions and the emerging Omicron variant. During this period over **1,300 grant payments** were made.
- We continued to **support businesses with COVID-19 guidance**, including reducing the risk of infection spreading in the workplace and compliance with the NHS COVID Pass regulations introduced in December 2021.
- **Following the closure of major employer** Alan Bartlett and Sons in Chatteris in June 2021, our Economic Growth team worked to ensure the site was reoccupied as soon as possible. It also helped new tenants, The Turmeric Co., with access to grant funding, recruitment, and business support opportunities.
- Our **Economic Growth Strategic Refresh** was approved by Cabinet in February. This sets out how our Economic Growth team, partners and wider Council teams will support local businesses to grow, local people to start a business and other businesses to relocate to the area. The **Start & Grow programme** is also underway, estimated to deliver around **£650,000 worth of business support and grants into Fenland** through a number of sources. The 'Start' programme is for individuals wanting to explore enterprise and offers intensive pre-start business information sessions, online learning, mentoring, networking and peer support. The 'Grow' programme aims to support existing early-stage micro-businesses to expand into new markets, create new jobs or increase profitability and productivity. The programme will run until July 2022.

Promote and enable housing growth, economic growth and regeneration across Fenland

- Our **Planning team determined over 750 planning applications** - between 72% and 92% of these were decided on time, depending on application type. Whilst not all internal performance targets have been met, we have continued to exceed national performance targets. We lost no major planning appeals over the last 24 months, and for non-major planning appeals our performance has not exceeded 0.5% (performance cannot exceed 10%). Our team dealt with nearly 900 other types of application (such as discharge of condition, general enquiries, pre-application and licensing requests) in addition to 'traditional' planning applications. **We investigated and resolved 218 cases of unauthorised development** reported to us.

- Work continues on projects outlined in our **Growing Fenland masterplans**, part of the CPCA's (Cambridgeshire and Peterborough Combined Authority) strategic Market Town Masterplans, including:

- Installation of interactive highways flooding signs in Whittlesey
- Progress on the Whittlesey Heritage Walk
- Improvements to Wisbech Market Place
- Funding for local skills development in Chatteris
- Match funding to progress the March Future High Streets Fund project

- Work continues on the £8.4million **March Future High Streets Fund** project, funded by the Government and the CPCA. Together with the March Area Transport Study (MATS), the project will transform March town centre through pedestrian, public realm and traffic flow changes to the Broad Street, Riverside and Market Place areas.

- Our **Wisbech High Street Project**, funded by the National Lottery Heritage Fund, continues to make progress. Highlights from 2021/22 include:

- Major regeneration works completed at 13-17 High Street with grant funding
- Extensive repairs carried out at 18 High Street with grant funding
- Series of free online traditional construction and heritage skills training sessions launched
- Local heritage book, 'Lost Images of Wisbech' published

Promote and lobby for infrastructure improvements across the district

- Supported by CPCA funding, work continues to improve transport connectivity in Fenland. Progress is being made on the:

- £32million Kings Dyke Crossing Project, due to open by the end of 2022
- £25million A47 Guyhirn roundabout
- Fenland Railway Station Masterplans project, aiming to improve stations at March, Manea and Whittlesey and provide better railways for Fenland
- March Area Transport Study (MATS) infrastructure improvements

Performance	Target 2021/22	Performance
% of major planning applications determined in 13 weeks (or with extension of time)	75%	92%
% of minor applications determined in 8 weeks (or with extension of time)	80%	72%*
% of other applications determined in 8 weeks (or with extension of time)	90%	84%*
% occupancy of our Business Premises estate	92%	91%**
% occupancy Wisbech Yacht Harbour	85%	94%
Number of local businesses supported and treated fairly	90%	100%

* The reduced performance was as a result of rising workloads and resource challenges. It should be noted that performance remains above the national performance target of 70%
 ** Business unit occupancy has fluctuated during Covid. However, as we emerge from Covid we continue to see a steady uptake in occupancy.

10. QUALITY ORGANISATION

- We collected over **£61million in Council Tax and £21million in Business Rates**. This plays a major part in funding the key services we provide to the community. A large share of this money is also passed onto the Police, Fire Service, County and Parish Councils.
- Our My Fenland team has been transformed, bringing together **5 admin services and 29 members of staff** have new roles, including the development of technical officer roles to answer specialised, more detailed queries. In addition to the team answering more than **63,000 phone calls and resolving 99.5% of customer queries at first point of call**, the transformation team have also **completed 136 process mapping tasks**, including redesigning 33 processes. These benefit either the staff, our customers, or both. We have had **15,450 payments** made via PayPoint, with over £1.84m in payments.
- Our website received **849,000 hits** and a record number of **23,000 online form submissions** across 48 different topics. As part of our ongoing work to improve our digital services and user journeys, we launched a suite of improved online forms. Our **new missed bin and environmental service request forms** (covering issues including dog fouling, fly-tipping, litter, abandoned vehicles and graffiti) are now easier to use and automatically transfer information received directly to teams on the ground and into back-office systems. This gives teams real-time notification of issues so that they can respond quickly and save hours of resource in processing time. Six new online forms have also been developed as part of our licensing service, enabling residents to be able to complete new tasks online including applying for a taxi license and premises licence.
- Our **Social Media** channels remain popular, with **8,768 Twitter followers and 5,800 Facebook followers**. Over the past year we have used our social media channels to quickly publicise and signpost the latest Covid information, including changing restrictions and availability of business grants and support. We have also increased our use of video on our social media channels to develop our online engagement with residents.
- The Licensing team **issued 461 licenses** for a variety of services including Taxi, Premises, Alcohol, Scrap Metal and Animal Licensing, to help ensure such businesses are well managed and operating safely and legally. They also worked closely with partners during the pandemic through a variety of channels to support businesses to operate safely and take enforcement action when required.

- We **consulted with residents, stakeholders and partners about a wide range of topics** to help us understand local people's priorities and shape our service. Consultations included the concept of a Broad Concept Plan to shape future development in West March, development of a heritage walk in Whittlesey, plans for a new Community Hub in Wisbech Park and improvements to cycling, walking and mobility access across the district.

- **We were reaccredited with the Customer Service Excellence (CSE) award** last year. This is a Government standard that recognises the high quality, customer focused services that we provide. The independent assessor said the Council had continued to meet the **'gold standard' for customer service delivery** and that our ongoing transformation programme is clearly delivering significant benefits to customers.

- As Covid restrictions started to lift, our **Environmental Health** team focused their Public Health role to **support the Covid vaccination programme** reaching communities. As businesses could get back to normal, they supported the registration of new food businesses and the inspection of existing food businesses, whilst catching up on postponed inspections. They also visited and risk assessed all of Fenland's high risk food premises (Approved Premises). All Environmental Permitted sites were also inspected, and new operators supported through the application process. In addition, all skin piercing businesses – including tattooing, acupuncture, botox and eyebrow blading – were inspected and licensed. The team continues to deal with a wide range of **statutory nuisance and public health issues**, from noise and pest control to infectious diseases.

Performance	Target 2021/22	Performance
% of customer queries resolved at the first point of contact	85%	99.5%
% of customers satisfied by our service	90%	91.3%
% of contact centre calls answered within 20 seconds	46.5%	30.45%*
% of contact centre calls handled	80%	75.94%**
Days taken to process Council Tax Support new claims and changes	8.0 days	5.6 days
% of Council tax collected	96.77%	96.7%
Council Tax net collection fund receipts	£61,172,317	£61,692,720
% of NNDR Collected	97.25%	96.04%***
NNDR net collection fund receipts	£18,341,776	£22,579,308
Number of visits to our website	825,000	849,000

*The dip in performance was anticipated due to the implementation of a major change initiative resulting in a new structure with new job roles, more efficient processes and more effective use of technology. The Team were also adversely affected by the COVID pandemic as this resulted in higher than predicted call volumes but also an increase in staff absence due to Covid. The new working practices are now well established and performance is consistently improving.

**Performance in relation to the percentage of contact centre calls handled was achieved within 5% of the target figure, which is testament to the hard work of the team when dealing with both the direct impact (in terms of staff absence) and indirect impact (in relation to higher than predicted call volumes) of the COVID pandemic.

*** Whilst the NNDR Collection fund continues to meet targets, the in-year collection rate is below target due to the backdated large assessment which created a large debt to be collected within the last quarter of the year.

11. FINANCIAL PERFORMANCE

The 2021/22 Revenue Budget Process

The Revenue Budget for 2021/22 was prepared against a background of meeting the Council's Corporate Plan objectives whilst continuing to face significant financial pressures from the continuing impact of the Covid-19 pandemic. A balanced budget was produced that included a deliverable level of savings and income, provided for investment in key services and funding from general reserves. This was achieved through a budget strategy that resulted in:

- the delivery of savings through the service transformation review process;
- making efficiencies through specific budget reviews and contract renewals;
- maximising new and existing income streams;
- recognising cost pressures and making decisions on budget changes where necessary; and
- strategic use of general reserves

The budget included savings or additional income of £0.295m. This compared to £0.157m included within the 2020/21 budget. The majority of the savings were based on organisational efficiency changes linked to the implementation of the first phase of the My Fenland project. In addition, higher forecast business rates growth has enabled the Council to retain more business rates in recent years, including 2021/22. However, the government is currently reviewing the system for allocating money generated from business rates to local authorities. The proposed reforms will potentially impact on the funding available to the Council from business rates from 2024/25 onwards. The budget also included £0.842m of funding from general reserves.

Council approved a net revenue budget for 2021/22 of £13.757m at its meeting on 23 February 2021. Council also approved the Fees and Charges proposals that support delivery of the revenue budget, the Treasury Management Strategy and Capital Programme and funding for 2021/22- 2023/24.

Council Tax

At its meeting on 23 February 2021 Council resolved not to increase Council Tax in the 2021/22 financial year. The Cambridgeshire Police and Crime Commissioner increased their element of Council Tax by 6.42% and the Fire Authority increased theirs by 2.00%. Cambridgeshire County Council increased their Council Tax by 2.99%. On average Parish Councils reduced their precepts by -0.84%.

The calculation of the 2021/22 Tax-Base resulted in an increase of 328 in Band D equivalent properties (as shown in the table below). This produced a net increase in Council Tax income of £85,430 for Fenland District Council. The increase in Band D equivalent properties reflects both an increase in properties built and a reduction in the number of people claiming Council Tax Support.

The comparison of Council Tax levels and Tax Base from 2019/20 to 2021/22 is shown below:

Band D Council Tax by authority	2019/20 £	2020/21 £	2021/22 £
Fenland District Council	260.46	260.46	260.46
Cambs. County Council	1,312.11	1,359.18	1,399.77
Cambs. Police & Crime Commissioner	222.66	232.65	247.59
Cambs. Fire Authority	70.74	72.09	73.53
	1,865.97	1,924.38	1,981.35
Parish Councils (Average)	46.41	48.46	48.05
Total average Band D Council Tax	1,912.38	1,972.84	2,029.40
Total average increase	87.64 (4.8%)	60.46 (3.16%)	56.56 (2.87%)
Council Tax Base			
Number of Band D equivalent dwellings	29,380	29,815	30,143

Revenue Spending

For 2021/22, the Council agreed an original budget of net spending on services of £13.757m. This sum was to be financed in part by Government Grant together with the Council's share of Business Rates, with the remainder being raised through Council Tax. The Council Tax for 2021/22 was set at £260.46 for Band D properties. The precept on the Collection Fund (£7.851m) is the amount due to the Council net of Parish Precepts (£1.448m). The following table summarises the final figures (outturn) with those budgeted for the year

	Original Budget £000	Revised Budget £000	Actual £000	Actual to Revised Difference £000
General Fund Net Spend	13,757	13,166	12,339	(827)
Financed by:				
Business Rates	(5,312)	(6,735)	(6,607)	128
Transfer from Business Rates Reserve	(3,417)	(2,002)	(2,130)	(128)
Business Rates Collection Fund Deficit	3,621	3,621	3,621	0
Precept on Collection Fund	(7,851)	(7,851)	(7,851)	0
Council Tax Collection Fund Deficit	44	44	44	0
Total Financing	(12,915)	(12,923)	(12,923)	0
Net Deficit/(Surplus) – Transferred from/(to) General Balance/Budget Equalisation Reserve	842	243	(584)	(827)
General Fund Balance	2,000		2,000	
	31 March 2021		31 March 2022	

In January 2020 Cabinet agreed to establish a Budget Equalisation Reserve. When the Council returns a surplus it is transferred to this reserve. If an unbudgeted deficit arises when the outturn is finalised the balance held on the reserve is available to absorb the impact of that deficit without impacting on the General Fund. The surplus of £584,010 returned in the 2021/22 financial year has been transferred to the Budget Equalisation reserve. The current General Fund Balance of £2M reflects the level approved by Cabinet as representing an adequate amount to be held in the General Fund to mitigate against the risks and adverse circumstances that the reserve is in place to address.

The Council under-spent by £0.827m on the revised budget due principally to the following reasons:

Service Area	Description	Over(+) / Under spend (-)	
		£000	£000
<u>One-Off Variations</u>			
Fees and Charges	Income variations across a variety of services		
	Enforcement Fees (Housing Standards)	-17	
	Marine Services	-18	
	Planning & Pre-App Fees	-102	
	Court Costs raised	-30	
	Waste Services - bulky waste and recycling	-19	
	Trade Waste	-11	
	Search Fees	-17	
	Cemeteries	-20	
	Economic Estates	-53	
	Other services	-45	
			-332
Other Income/Costs			
	Additional Government New Burdens - Business Grants administration, Test & Trace, Licensing, Transparency etc		-99
	HM Courts & Tribunals Service - Refund of overcharged magistrate court fees paid for Council Tax liability orders		-57
	Investment Income/RTB/VAT Sharing arrangement with Clarion		-14
	Leisure Contract - Management Fee received from Freedom Leisure		-202
	Sub-Total One-Off Variations		-704
<u>Service Base Variations</u>			
Employee Costs	Variance across a variety of services mainly resulting from vacancies	-125	
Premises Costs	Lower costs across a variety of services	-18	
Transport Costs	Lower car allowance & mileage costs across a variety of services	-24	
	Higher vehicles/vessel maintenance costs	68	
Supplies and Services	Lower ICT costs - Telephones/Software/Maintenance	-78	
	Homelessness & Rough Sleepers - lower accommodation costs	-55	
	Lower costs across all services	-63	
Third Party Payments	Net impact of Housing Benefit subsidy claim and overpayments	127	
	Other costs across services	45	
	Sub-Total Service Base Variations		-123
Overall improvement in outturn position since revised budget			-827
Projected Deficit 2021-22 at Revised Estimate (Cabinet/Council February 2022)			243
Net Surplus 2021-22	Transferred to Budget Equalisation Reserve		-584

Budget Monitoring

Revenue and capital budget monitoring information is reported throughout the year to Corporate Management Team and Heads of Service. Cabinet Portfolio Holders are also provided financial monitoring information regularly throughout the year and provided to Cabinet at specific times during the year. In addition, treasury management performance is reported to Cabinet and Council with reviews undertaken by the Audit and Risk Management Committee.

Capital Spending and Funding

In 2020/21 the Council spent £11.258m on capital projects, which included Revenue Expenditure Funded from Capital under Statute (grants and loans to private sector home owners and support for community development), compared with the original budget of £17.970m and a revised budget of £12.486m. In addition, £0.325m was spent on Commercial and Investment Strategy schemes.

The main items of capital expenditure in the year were the roofing works at Hudson Leisure Centre (£229k), investment in Wisbech Port facilities and infrastructure (£369k), replacement of Council vehicles (£320k), investment in ICT infrastructure and software linked to the Council's transformation agenda (£306k), investment in Social Housing Decarbonisation in conjunction with Clarion Housing Association (£4.492m), replacement of Sewage Treatment Works (£223k), investment in Regeneration programmes (£3.492m including High Street, Wisbech (£457k), Railway Station improvements at March and Manea (£2.375m), March Future High Street works (£325k) and Growing Fenland Grants in Wisbech and Whittlesey (£287k). A further £325k was spent on acquiring a property as part of the Council's Commercial and Investment Strategy. This expenditure was financed by capital grants, capital receipts and revenue contributions. Capital receipts of £100k (net of costs) were realised in 2021/22 (2020/21: £43k).

Grants of £1.363m were paid to individuals in the District who qualified for a Private Sector Renewal Grant/Disabled Facilities Grant. These grants are funded from money the Council receives from Cambridgeshire County Council as part of the national Better Care Fund arrangements.

Revenue Balances

Set out in notes 26 and 27 to the core financial statements are the Council's reserves. As at 31 March 2022, the Council's uncommitted General Fund Balance stood at £2m and the total Earmarked Reserves balance stood at £12.339m.

Reserves are required to cover a number of potential unforeseen eventualities and risks of additional expenditure being required over and above that allowed for within budgets.

Provisions and Contingencies

Since the introduction of the Business Rates Retention Scheme effective from 1 April 2013, Local Authorities are liable for successful appeals against business rates charged to businesses in 2021/22 and earlier financial years in their proportionate share. Therefore, a provision of £2.274m (Fenland's share) has been recognised for the best estimate of the amount that businesses are potentially due a refund, as at 31 March 2022.

Treasury Management

The Local Government Act 2003 gave councils the freedom to determine how much they borrow for investment in new capital projects, subject to a regulation that such borrowing complies with the 'Prudential Code for Capital Finance in Local Authorities'. The Prudential Code looks to ensure affordability, prudence and sustainability in relation to determined borrowing limits. The Council determined the required Prudential Code indicators and Treasury Management Strategy as part of the budget process for 2021/22. No new borrowing was undertaken in 2021/22 and all investment activities were undertaken in accordance with the approved strategy.

The total external loan debt was £7.8m at the year-end, unchanged from the previous year. Short-Term Investments (i.e. between 3-12 months) at the year-end amounted to £10m (£5m at 31st March 2021).

Pension Liabilities

At 31 March 2022, the Council's share of the assets and liabilities of the Cambridgeshire LGPS show an estimated net liability of £54.057m. This liability has no impact on the level of the Council's available reserves.

An actuarial valuation was carried out as at 31 March 2019, with the employer's contribution set as a combination of a percentage of salary plus a lump sum. As explained below, an up-front payment incorporating the lump sum payments due in respect of the 2020/21, 2021/22 and 2022/23 financial year was paid in April 2020. By paying a lump sum in this manner the Council was able to obtain a discount of £0.172m in the total value of the lump sum due when compared to what the Council would have been due to pay if payment had been made in the year the lump sums fell due.

Further information relating to the assets, liabilities, income and expenditure of the Council's pension scheme is detailed at note 39 to the financial statements.

Significant Transactions

The actuarial valuation of the Council's Local Government Pension Scheme liabilities and pension reserve shown on the Balance Sheet have reduced by £12.113m during the year, from £66.170m at 31 March 2021 to £54.057m at 31 March 2022. This reflects the valuation received from the Council's actuary which included updated assumptions relating to the pension increase rate, the salary increase rate and the discount rate used. The Council also made an up-front payment of £1.874m to the Pension Fund in April 2020 reflecting the lump sum payments due in respect of the 2020/21, 2021/22 and 2022/23 financial years. Collectively the changes in assumptions offset by the lump sum payment reduced the Council's pension liability by £6.578m.

Pension fund assets are valued separately but form part of the net pension liability disclosed on the Balance Sheet. Pension fund assets attributable to the Council increased in value by £5.535m. The assumptions used are determined by the Actuary and represent the market conditions at the reporting date. The Council relies and places assurance on the professional judgement of the Actuary and the assumptions used to calculate this actuarial valuation. Further details are given in Note 39 of the core financial statements.

The Council engages Wilks Head and Eve to undertake valuations of the Council's asset base in accordance with the requirements set out in the CIPFA Code of Accounting Practice and the professional standards of the Royal Institute of Chartered Surveyors. All assets are formally re-valued at least every five years and an annual review is undertaken to ensure there has been no significant movement in the value of the Council's assets since they were last subject to formal valuation. Further details are given in Notes 13 and 27 of the core financial statements. Increases in the value of some of the Council's assets led to revaluation gains of £3.899m being recognised in the revaluation reserve. These gains were offset by downward movements in the value of other assets totalling £0.963m leading to a net credit to the revaluation reserve of £2.936m.

12. MEDIUM TERM FINANCIAL STRATEGY 2022/23 – 2026/27

This Council, in common with most other local authorities, faces an ongoing difficult position in the medium term due to a range of pressures including providing statutory services, ongoing pressures caused by maintaining and developing sources of income through fees and charges whilst managing the impact on revenue and capital budget of delivering against the Council's strategic priorities.

There is still considerable uncertainty around the estimates for 2022/23 and the forecasts for the medium term. Currently there are a number of 'unknowns' which could both positively and negatively impact on the forecasts including:

Risks associated with the MTFS forecasts:

- The ongoing impact of the Finance Settlement announcements on 2023/24 and the medium term;
- Impact of potential changes to the New Home Bonus methodology and allocations from April 2023;
- Impact of the potential business rates baseline reset from April 2023 and longer-term changes to the Business Rates Retention system;
- Impact of potential additional income in 2024/25 from the Extended Producer Responsibility scheme for managing packaging waste;
- Impact on income streams being greater than anticipated due to external factors such as Search Fees (transfer to Land Registry) and Port Income (sale of Port Sutton Bridge);
- Continuing impact of homelessness temporary accommodation costs in 2022/23 and the medium term and the impact on recovery of housing benefit subsidy;
- Potential for additional support for the Leisure Management contractor in 2022/23. A full year's Management Fee income from the Leisure Contractor has currently been included in the 2022/23 estimates and each subsequent year of the MTFS;
- Impact of service developments e.g. Marine Services future structure and Car Parking Enforcement (CPE);
- Revenue impact of funding new capital schemes not currently included in the capital programme;
- Potential impact of the My Fenland transformation programme Phases 3 and 4 with associated savings. Further detailed work is required to quantify the scope of these phases, associated savings and timing implications. £192k of savings are included in 2022/23 for Phase 3, rising to £384k per annum from 2023/24 onwards;

- Potential net benefits from Fenland Future Ltd of loan interest and dividends from future developments over and above already included in the MTFS generating revenue income;
- Commercial and Investment Strategy and future potential positive returns to the Council;

Whatever impact the above issues may have however, there will remain a significant structural deficit for the Council to address.

The forecasts for the years 2023/24 – 2026/27 are provisional at this stage and should be considered with extreme caution. Future announcements and consultation outcomes will also determine government policy and therefore the funding in the future years. In addition, the forecasts are dependent on permanently maintaining the savings identified through the My Fenland transformation initiative.

Business Rates Retention Reform, Fair Funding Review and changes to the New Homes Bonus could have a significant impact on the Council's forecast resources over term of the MTFS. Further to the risks associated with these externally determined funding streams the Council should also ensure that income budgets are achieved and new income streams considered and implemented for medium to long term sustainability in combination with any operational and transformational benefits that the Council realises. The use of general reserves to support revenue expenditure adds to the overall risks to the Council as such reserves can only be used once but the cumulative impact of such use will continue to be felt into the future.

Business Rates Baseline Funding normally increases by CPI inflation. The medium-term projections detailed below exemplify this position although the government froze the business rate multiplier for 2022/23 for which the Council receives compensation from the government. There is a significant business rates deficit in 2022/23 arising from the awarding of reliefs linked to Covid 19 in 2021/22. The impact of this deficit is offset by a transfer from a reserve containing sums received from government in 2021/22 to cover the cost of awarding Covid 19 business rate relief.

Increases in Council Tax relate only to growth in the Council Tax base. In accordance with the motion adopted by Council in July 2019, a 0% Council Tax increase has been included in the MTFS for 2022/23 and over the medium term.

The Medium Term Financial Strategy (MTFS) as presented to Council on 24 February 2022, shows that the Council faces a continuing budget gap over the five years from April 2022. The following table summarises the position, showing a cumulative gap over the period to 2026/27 of £0.973m.

**Medium Term Financial Strategy
(February 2022)**

Expenditure

Service Expenditure/Income

Gross Service Expenditure	23,047	23,253	23,661	24,165	24,586
Fees and Charges	-6,442	-6,467	-6,533	-6,598	-6,665
Grants and Contributions	-2,081	-1,730	-1,715	-1,698	-1,685
Recycling Credits	-1,120	-1,140	-1,155	-1,170	-1,185

Total Net Service Expenditure

13,404	13,916	14,258	14,699	15,051
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Corporate Items

Corporate Expenditure/Savings

Drainage Board Levies	1,722	1,860	1,897	1,935	1,974
Financing Charges - Interest on External Borrowing	623	700	700	700	700
Financing Charges - Current Capital Programme - MRP	440	550	550	550	550
Vacancy Factor (1.5%)	-181	-187	-191	-196	-201
A14 Upgrade - contribution	74	74	74	74	74
CFF Transformation Savings identified not yet implemented	-192	-384	-384	-384	-384

2,486	2,613	2,646	2,679	2,713
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Corporate Income Items

Contribution to(+)/from(-) Earmarked Reserves	-101	-30	60	60	60
RTB/VAT Sharing Income	-70	-20	-20	-20	-20
Investment and Property Fund Income	-250	-200	-200	-210	-210
New Homes Bonus	-824	-800	-800	-800	-800
Lower Tier Services Grant	-169	-169	-169	-169	-169
Services Grant	-255	-255	-255	-255	-255
FFL - Officer Time Recharge/Net Loan Interest	-161	-475	-800	-825	-675
Contribution from Budget Equalisation Reserve	-203	0	0	0	0

-2,033	-1,949	-2,184	-2,219	-2,069
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Total Corporate Items

453	664	462	460	644
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Gross Service/Corporate Expenditure

25,533	25,866	26,307	26,844	27,299
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Gross Service/Corporate Income

-11,676	-11,286	-11,587	-11,685	-11,604
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Net Budget Requirement

13,857	14,580	14,720	15,159	15,695
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Funding - NNDR/CT

Business Rates Funding (NNDR)

Business Rates Baseline Funding/RSG	-3,702	-3,787	-3,859	-3,925	-3,991
Contribution to(+)/from(-) Business Rates Reserve	-1,415	0	0	0	0
Business Rates Collection Fund Deficit	1,836	184	0	0	0
Business Rates - net additional income above baseline	-604	-1,276	-1,305	-1,332	-1,360
Business Rates - renewable energy rates retained	-970	-896	-913	-929	-944
Business Rates - reimbursement of additional Covid-19 reliefs	-621	0	0	0	0
Business Rates Pool - FDC Share of Benefit	-350	0	0	0	0

Council Tax Funding

Council Tax Collection Fund Surplus(-)/Deficit	-44	0	-50	-50	-50
Council Tax (increases of 0% in 22/23 onwards)	-7,987	-8,084	-8,182	-8,280	-8,377

Total Funding - NNDR/CT

-13,857	-13,859	-14,309	-14,516	-14,722
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Surplus(-)/Shortfall(+)

0	+721	+411	+643	+973
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Summary

Total Gross Expenditure

25,533	25,866	26,307	26,844	27,299
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Funded by:

Fees and Charges	-6,442	-6,467	-6,533	-6,598	-6,665
Grants and Contributions	-2,081	-1,730	-1,715	-1,698	-1,685
Recycling Credits	-1,120	-1,140	-1,155	-1,170	-1,185
New Homes Bonus	-824	-800	-800	-800	-800
Investment Income, VAT/RTB	-320	-220	-220	-230	-230
Contribution to(+)/from(-) Earmarked Reserves	-101	-30	60	60	60
Lower Tier Services Grant and Services Grant	-424	-424	-424	-424	-424
FFL - Officer Time Recharge/Net Loan Interest	-161	-475	-800	-825	-675
Retained Business Rates	-4,411	-5,775	-6,077	-6,186	-6,295
Contribution to(+)/from(-) Business Rates Reserve	-1,415	0	0	0	0
Council Tax	-8,031	-8,084	-8,232	-8,330	-8,427
Contribution from Budget Equalisation Reserve	-203	0	0	0	0

Total Funding

-25,533	-25,145	-25,896	-26,201	-26,326
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Surplus(-)/Shortfall(+)

0	+721	+411	+643	+973
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Fair Funding Review and Future Changes to the Business Rates Retention System

The implementation of a revised approach to central government's allocation of financial resources to local government has been subject to considerable delay. These delays have been further exacerbated by the Covid 19 pandemic and it remains unclear when the Government will be in a position to adhere to its earlier commitment to implement the Fair Funding Review and Business Rates funding changes.

The government announced on 28 June 2022, that a '2-year financial settlement' will be introduced 'next year', which is expected to cover 2023/24 and 2024/25. A consultation will be launched 'shortly'. This announcement suggests that there will be rollover settlements in both 2023/24 and 2024/25. That is, financial settlements that are broadly similar to the 2022/23 settlement. The Fair Funding Review, business rates baseline reset and other funding reforms now look set to be pushed back to 2025/26. It also suggests that the 2021 Census might not be reflected in funding allocations until 2025/26.

Pushing these major changes back to 2025/26 means that they can be aligned with the next spending review period (the current spending review runs to 2024/25) and they will follow the next General Election (no later than January 2025). However, this would mean 2025/26 would be a very significant financial year, incorporating a new spending review, the 2021 Census and funding reforms. The difficulties of these challenges might result in scaled-down changes.

The future changes to the Business Rates Retention system, New Homes Bonus and the outcome of the Fair Funding Review are very significant risk areas for this Council, for district councils in particular and the local authority sector in general, over the medium term.

Council for the Future (CFF)

Through its Comprehensive Spending Review (FDC-CSR), which was established in July 2015, the Council achieved considerable success in securing savings across a number of services. The estimated total net savings generated from the FDC-CSR proposals agreed previously at £1.667m amounted to £1.76m by the end of 2020/21. Changes implemented include the introduction of a garden waste subscription service with effect from 1 April 2017, the transfer of management of the Council's leisure centres with effect from December 2018 and the implementation of shared services model with Peterborough City Council for the delivery of CCTV.

During 2021/22, our Cabinet members have selected a number of projects to contribute towards our 'Council for the Future' agenda. These projects have a variety of aims; from tackling areas of particular need within Fenland, to sustainably transforming services and our organisation to be fit for the future. Although these are influenced by external factors, the aim is to have a programme of projects completed by the end of the current Council leadership term in 2023. Projects vary in scope and complexity, with some requiring close partnership working with external organisations and changes in policies before their aims can be delivered. Progress of these projects to date are detailed in Section 6 above of this narrative report.

Combined Authority

This Council is a constituent authority of the Cambridgeshire and Peterborough Combined Authority (CPCA) which was formally established following the Mayoral election in May 2017. The devolution deal for the CPCA includes a new £20m fund for the next 30 years (£600m) to support economic growth, development of local infrastructure and jobs. In addition, a new £100m housing fund is to be invested over the next five years to build more homes in Cambridgeshire and Peterborough including affordable, rent and shared ownership.

The Council has continued to work closely with Combined Authority to secure investment in the District. During the 2021/22 financial year, following the production of masterplans for each of the four market towns (completed in 2020/21 and funded by the Combined Authority), capital projects in each market town have progressed with £1m from the Combined Authority having been committed for each market town. Work on the March and Manea Stations Regeneration Programme, to enhance transport infrastructure across the District, progressed well with both schemes due for completion in 2022/23. The Combined Authority has also committed funding towards the further expansion of the South Fens Business Park in Chatteris, the implementation of Civil Parking Enforcement across the District, the March Future High Street project and the regeneration of properties in High Street, Wisbech. All these schemes are expected to make significant progress during 2022/23.

Covid 19

In common with all local authorities the Council's finances have been impacted by the Covid 19 pandemic. In the 2021/22 financial year the pandemic has resulted in additional expenditure across a range of services, mainly homelessness and led to reductions in income from the management fee due from the Leisure contractor. Whilst much of the in-year impact has been offset by the receipt of additional government funding, there have been no commitments from government that it will provide funding to local authorities to offset the longer-term impact on the economy. The historically high levels of public debt may also have a substantial impact on future funding for public services.

As explained in Note 41 to the financial statements, management has concluded that the Council remains a going concern. However, in the context of this narrative report it is important to note that the Medium Term Financial Strategy approved in February 2022, which is referred to above, will be subject to significant and frequent revision, particularly when the government proceeds to take key decisions regarding the future financing of local authorities.

13. EXPLANATION OF THE FINANCIAL STATEMENTS

The Council's financial statements for the year 2021/22 are set out on pages 29 to 114. They consist of:

- the **Movement in Reserves Statement** – shows how the movement in reserves in the Balance Sheet is reconciled to the Comprehensive Income and Expenditure Account Deficit and what adjustments are required to be charged to the General Fund Balance for Council Tax setting purposes;
- the **Comprehensive Income and Expenditure Statement** (CIES)– a summary of the resources generated and consumed by the Council;
- the **Balance Sheet** - setting out the Council's financial position as at 31 March 2022;
- the **Cash Flow Statement** - which summarises the Council's inflows and outflows of cash for revenue and capital transactions for the year with third parties;
- the **Expenditure and Funding Analysis** – a summary of annual expenditure used and funded by the Council together with the adjustments required between funding and accounting basis to reconcile with the CIES;
- the **Collection Fund** – is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers of Council Tax and National Non – Domestic Rates (NNDR) and its distribution to precepting bodies.

The accounts referred to above are supported by **Accounting Policies**, which are in note 1 to the financial statements.

9. FURTHER INFORMATION

Further information about these accounts is available from the Chief Accountant, Fenland Hall, County Road, March, Cambridgeshire, PE15 8NQ, (☎ 01354 622486).

This document forms part of the Council's policy of providing full information about the Council's affairs. In addition, interested members of the public have a statutory right to inspect the accounts.

10. CHIEF FINANCE OFFICER'S CERTIFICATE

I certify that the financial statements set out on pages 29 to 114 present a true and fair view of the financial position of Fenland District Council at 31 March 2022 and its income and expenditure for the year then ended.

Signed:

28 July 2022

Peter Catchpole

Chief Finance Officer

STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

The Council's Responsibilities

The Council is required:

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

The Chief Finance Officer's Responsibilities

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

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

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

The Chief Finance Officer has also:

- kept proper accounting records which were up to date.
- taken reasonably steps for the prevention and detection of fraud and other irregularities.

Signed:

28 July 2022

Peter Catchpole
Chief Finance Officer

CORE FINANCIAL STATEMENTS

MOVEMENT IN RESERVES STATEMENT

The Movement in Reserves statement shows the movement from the start of the year to the end on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Statement shows how the movements in year of the Council's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the 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 movements in the year following those adjustments.

2020/21	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Council Reserves
	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2020	2,000	6,763	0	275	9,038	(311)	8,727
Movement in reserves							
Surplus on Provision of Services	4,295	0	0	0	4,295	0	4,295
Other Comprehensive Expenditure and Income	0	0	0	0	0	(15,090)	(15,090)
Total Comprehensive Expenditure and Income	4,295	0	0	0	4,295	(15,090)	(10,795)
Adjustments between accounting basis and funding basis under regulation (note 8)	1,014	0	6	5,616	6,636	(6,636)	0
Net Increase/(Decrease) before Transfers (to)/from Earmarked Reserves	5,309	0	6	5,616	10,931	(21,726)	(10,795)
Transfers to / (from) Earmarked Reserves (note 9)	(5,309)	5,309	0	0	0	0	0
Increase/(Decrease) in 2020/21	0	5,309	6	5,616	10,931	(21,726)	(10,795)
Balance at 31 March 2021 carried forward	2,000	12,072	6	5,891	19,969	(22,037)	(2,068)

2021/22							
	General Fund Balance £000	Earmarked Reserves £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Council Reserves £000
Balance at 31 March 2021	2,000	12,072	6	5,891	19,969	(22,037)	(2,068)
Movement in reserves							
Surplus on Provision of Services	5,746	0	0	0	5,746	0	5,746
Other Comprehensive Expenditure and Income	0	0	0	0	0	19,549	19,549
Total Comprehensive Expenditure and Income	5,746	0	0	0	5,746	19,549	25,295
Adjustments between accounting basis and funding basis under regulation (note 8)	(5,479)	0	(6)	3,388	(2,097)	2,097	0
Net Increase/(Decrease) before Transfers (to)/from Earmarked Reserves	267	0	(6)	3,388	3,649	21,646	25,295
Transfers to / (from) Earmarked Reserves (note 9)	(267)	267	0	0	0	0	0
Increase/(Decrease) in 2021/22	0	267	(6)	3,388	3,649	21,646	25,295
Balance at 31 March 2022 carried forward	2,000	12,339	0	9,279	23,618	(391)	23,227

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

The Comprehensive Income and Expenditure Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Councils 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.

2020/21				2021/22		
Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure
£000	£000	£000		£000	£000	£000
2,500	(969)	1,531	Growth and Infrastructure	4,809	(7,151)	(2,342)
15,357	(8,135)	7,222	Communities, Environment, Leisure and Planning	20,923	(8,327)	12,596
33,396	(28,476)	4,920	Resources and Customer Services	32,024	(24,946)	7,078
51,253	(37,580)	13,673	Cost of Services	57,756	(40,424)	17,332
		2,900	Other operating expenditure (note 10)			2,943
		2,773	Financing and investment income and expenditure (note 11)			930
	(23,641)		Taxation and non-specific grant income (note 12)			(26,951)
	(4,295)		(Surplus)/Deficit on Provision of Services			(5,746)
	(2,114)		(Surplus)/Deficit on revaluation of property, plant and equipment assets (note 27)			(2,938)
	17,204		Re-measurement of net defined benefit liability/ (asset) (note 39)			(16,611)
	15,090		Other Comprehensive Income and Expenditure			(19,549)
	10,795		Total Comprehensive Income and Expenditure			(25,295)

BALANCE SHEET

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

31 March 2021		Note	31 March 2022
£000			£000
51,778	Property, Plant and Equipment	13	55,895
4,954	Investment Property	14	6,658
14	Intangible Assets	15	77
0	Long Term Investments	17	4,066
387	Long Term Debtors	16	379
57,133	Long Term Assets		67,075
5,002	Short Term Investments	17	10,006
65	Inventories	20	98
9,975	Short Term Debtors	21	9,816
17,965	Cash and Cash Equivalents	22	20,935
33,007	Current Assets		40,855
(36)	Short Term Borrowing	17	(36)
(137)	Short Term Finance Lease Liability	38	(83)
(13,779)	Short Term Creditors	23	(10,941)
(1,828)	Receipts in Advance	24	(9,471)
(2,352)	Provisions	25	(2,292)
(18,132)	Current Liabilities		(22,823)
(7,800)	Long Term Borrowing	19	(7,800)
(106)	Finance Lease Liability	38	(23)
(66,170)	Defined Benefit Pension Liability	39	(54,057)
(74,076)	Long Term Liabilities		(61,880)
(2,068)	Net Assets/(Liabilities)		23,227
19,969	Usable Reserves	26	23,618
(22,037)	Unusable Reserves	27	(391)
(2,068)	Total Reserves		23,227

The notes on page 37 to 114 form part of the financial statements.

Signed:

Chief Finance Officer 28 July 2022

THE CASH FLOW STATEMENT

The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the reporting period. The statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing 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.

2020/21 £000		2021/22 £000
4,295	Net (deficit)/surplus on the provision of services	5,746
9,970	Adjust net deficit on the provision of services for non-cash movements (note 28)	9,665
(7,299)	Adjust for items included in the net deficit on the provision of services that are investing and financing activities (note 28)	(12,735)
6,966	Net cash flows from Operating Activities	2,676
6,093	Investing Activities (note 29)	(62)
(5,363)	Financing Activities (note 30)	356
7,696	Net increase/(decrease) in cash and cash equivalents	2,970
10,269	Cash and cash equivalents at the beginning of the reporting period (note 22)	17,965
17,965	Cash and cash equivalents at the end of the reporting period (note 22)	20,935

EXPENDITURE AND FUNDING ANALYSIS

The Expenditure and Funding Analysis (EFA) is a note to the Financial Statements, however, it is positioned here as it provides a link from the figures reported in the Council's Outturn Report to the CIES. The EFA shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by Local Council's in comparison with those resources consumed or earned by Council's 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/departments. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2020/21				2021/22			
Net Expenditure Chargeable to General Fund	Adjustments between Funding and Accounting Basis (Note 6)	Net Expenditure in the CIES		Net Expenditure Chargeable to General Fund	Adjustments between Funding and Accounting Basis (Note 6)	Net Expenditure in the CIES	
£000	£000	£000		£000	£000	£000	
1,175	356	1,531	Growth and Infrastructure	1,194	(3,536)	(2,342)	
4,315	2,907	7,222	Communities, Environment, Leisure and Planning	3,821	8,775	12,596	
6,264	(1,344)	4,920	Resources and Customer Services	8,362	(1,284)	7,078	
11,754	1,919	13,673	Net Cost of Services	13,377	3,955	17,332	
(11,754)	(6,214)	(17,968)	Other Income and Expenditure	(13,377)	(9,701)	(23,078)	
0	(4,295)	(4,295)	(Surplus) or Deficit	0	(5,746)	(5,746)	
2,000			Opening General Fund Balance	2,000			
0			Add/(Less) Surplus/(Deficit) on General Fund in Year	0			
2,000			Closing General Fund Balance at 31st March	2,000			

INDEX TO THE NOTES TO THE CORE FINANCIAL STATEMENTS

Note	Page Number
1 Accounting Policies	37
2 Accounting Standards Issued, Not Adopted	54
3 Critical Judgements in Applying Accounting Policies	55
4 Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty	56
5 Material Items of Income and Expense	57
6 Expenditure and Funding Adjustments Analysis	58
7 Expenditure and Income Analysed by Nature	61
8 Adjustments between Accounting Basis and Funding Basis under Regulation	62
9 Transfers (to) / from Earmarked Reserves	67
10 Other Operating Expenditure	70
11 Financing and Investment Income and Expenditure	70
12 Taxation and Non-Specific Grant Income	70
13 Property, Plant and Equipment	71
14 Investment Property	75
15 Intangible Assets	76
16 Long – Term Debtors	76
17 Financial Instruments	77
18 Fair Value of Assets and Liabilities	78
19 Nature and Extent of Risks Arising from Financial Instruments	81
20 Inventories	84
21 Short-Term Debtors	85

Note		Page Number
22	Cash and Cash Equivalents	85
23	Short-Term Creditors	85
24	Receipts in Advance	86
25	Provisions	86
26	Usable Reserves	86
27	Unusable Reserves	86
28	Cash Flow Statement - Operating Activities	91
29	Cash Flow Statement - Investing Activities	92
30	Cash Flow Statement - Financing Activities	93
31	Trading Operations	93
32	Member's Allowances	95
33	Employee's Remuneration	95
34	External Audit Costs	97
35	Grant Income	97
36	Related Parties	98
37	Capital Expenditure and Capital Financing	99
38	Leases	99
39	Defined Benefit Pension Schemes	101
40	Contingent Liabilities	106
41	Going Concern	107
42	Events after the Balance Sheet Date	108

NOTES TO THE CORE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

i. GENERAL PRINCIPLES

The Statement of Accounts summarises the Council's transactions for the 2021/22 financial year and its position at the year-end of 31 March 2022. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which those Regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 and Service Reporting Code of Practice 2021/22, supported by International Financial Reporting Standards (IFRS). Policies have been consistently applied except for the policy in relation to heritage assets where some of the measurement rules are relaxed (details are provided in paragraph xi below).

The accounting convention adopted is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

ii. ACCRUALS OF INCOME AND EXPENDITURE

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

- Revenue from the sale of goods is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplied, received and their consumption, they are carried as inventories on the Balance Sheet. Exceptions to this principle include utility bills, maintenance contracts and other similar quarterly payments, which are charged at the date of billing rather than being apportioned between financial years. This policy is consistently applied each year and therefore does not have a material effect on the year's accounts.
- Expenses in relation to services received (including those rendered by the Council's officers) are recorded as expenditure when the services are received, rather than when payments are made.
- Interest payable on borrowings and receivable on investments are 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.
- Grants paid or payable to third parties by the Council are recognised in the Comprehensive Income and Expenditure account if the Council is acting as

principal to the transaction. Where the Council is acting as the agent of another organisation when paying a grant, the Council does not account for the grant paid or payable or the funding received to award the grant in the Comprehensive Income and Expenditure account.

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where there is evidence that debts are unlikely to be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

iii. 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 highly liquid investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown that are repayable on demand and form an integral part of the Council's cash management.

iv. PRIOR PERIOD ADJUSTMENTS, CHANGES IN ACCOUNTING POLICIES AND ESTIMATES AND ERRORS

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Council's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

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

v. CHARGES TO REVENUE FOR NON-CURRENT ASSETS

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

- Depreciation/amortisation attributable to the assets used by the relevant service.
- Revaluation and Impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written-off.

The Council is not required to raise Council Tax to cover depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual provision from revenue to contribute towards the reduction in its overall borrowing requirement

(equal to an amount calculated on a prudent basis determined by guidance). Depreciation, revaluation and impairment losses and amortisation are therefore replaced by revenue provision in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

vi. COUNCIL TAX AND NON – DOMESTIC RATES

The Council as billing authority, act as an agent, collecting council tax and non-domestic rates (NDR) on behalf of the major preceptors (including government for NDR) and, as principal, collecting council tax and NDR for themselves. Billing authorities are required by statute to maintain a separate fund (i.e. the Collection Fund) for the collection and distribution of amounts due in respect of council tax and NDR. Under the legislative framework for the Collection Fund, billing authorities, major preceptors and central government share proportionately the risks and rewards that the amount of council tax and NDR collected could be less or more than predicted.

Accounting for Council Tax and NDR

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement is the Council's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the Council's General Fund. Therefore, the difference between the income included in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the Council's share of the end of year balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

vii. EMPLOYEE BENEFITS

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as salaries, paid annual leave, paid sick leave and non-monetary benefits for current employees and are recognised as an expense in the year in which employees render service to the Council. An accrual is made for the cost of holiday entitlements earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service segment or, where applicable, to a

corporate service segment at the earlier of when the Council can no longer withdraw the offer of these benefits or when the Council recognises costs for a restructuring.

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

Post-Employment Benefits

Employees of the Council are members of the Local Government Pensions Scheme, administered by Cambridgeshire County Council. The scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council.

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefits scheme:

- The liabilities of the Cambridgeshire County Council pension scheme 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 2.7% (based on the yields of the constituents of the IBoxx £ Corporates AA index and the Council's weighted average duration).
- The assets of Cambridgeshire County Council pension fund attributable to the Council are included in the Balance Sheet at their fair value:

quoted securities – current bid price

unquoted securities – professional estimate

unitised securities – current bid price

property – market value

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

Service cost comprising:

current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.

past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus/Deficit on the Provision of Services in the

Comprehensive Income and Expenditure Statement as part of Non Distributed Costs.

net interest on the net defined benefit liability (asset), i.e. net interest expense for the Council – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

Re-measurements comprising:

the return on plan assets – excluding amounts included in net interest on the net defined liability (asset) – charged to the Pensions Reserve as other Comprehensive Income and Expenditure.

actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pension Reserves as Other Comprehensive Income and expenditure.

Contributions paid to the Cambridgeshire County Council pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

Statutory provisions limit the Council to raising Council Tax to cover the amounts payable by the Council to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pension 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 to the fund but unpaid at the year-end. The negative balance that arises on the Pension Reserve thereby measures the beneficial impact on the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

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

viii. FAIR VALUE MEASUREMENT

The Council measures some of its non- financial assets and liabilities at fair value at the end of the reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- a) in the principal market for the asset or liability, or

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

The Council measures the fair value of an asset or liability on the same basis that market participants would use when pricing the asset or liability (assuming those market participants were acting in their economic best interest).

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

The Council uses appropriate valuation techniques for each circumstance, maximising the use of relevant known data and minimising the use of estimates or unknowns. This takes into account the three levels of categories for inputs to valuations for fair value assets: Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the Council can access at the measurement date.

Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – unobservable inputs for the asset or liability.

ix. FINANCIAL INSTRUMENTS

A financial asset or liability is recognised on the Balance Sheet when the Council becomes party to the contractual provisions of the instrument. This will normally be the date that a contract is entered into but may be later if there are conditions that need to be satisfied.

Financial assets are recognised by the Council on the Balance Sheet only when goods or services have been provided or rendered to a third party. Financial liabilities are recognised when the goods or services ordered from a third party have been received by the Council and the third party has performed its contractual obligations.

Financial Liabilities

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

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

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio

that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

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

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost;
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI)

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost with the exception of the Council's investment in pooled property funds which is measured at fair value through profit or loss. Further detail is provided below.

Financial Assets Measured at Amortised Cost

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

However, the Council has made a number of loans to private individuals at nil interest and the loans form a charge on the individual's properties. This means that market rates of interest have not been charged and these loans are classed as "soft loans". When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal.

Interest is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement at the real effective rate of interest with the difference serving to increase the amortised cost of the loan in the Balance Sheet.

Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net 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.

Any gains or losses that arise on the de-recognition of the asset are credited/debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement

Expected Credit Loss Model

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

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Financial Assets Measured at Fair Value through Profit or Loss (FVPL)

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arise in the surplus or deficit on the provision of services.

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

- Instruments with quoted market prices – the market price; and
- 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 inputs – quoted prices (unadjusted) in active markets for identical assets that the authority can access at the measurement date;
- Level 2 inputs – inputs other than quoted prices included within level 1 that are observable for the asset, either directly or indirectly; and
- Level 3 inputs – unobservable inputs for the asset.

Any gains or losses that arise on the derecognition of the asset are credited or debited to the financing and investment income and expenditure line in the Comprehensive Income and Expenditure Statement. Where fair value cannot be measured reliably, the instrument is measured at cost (less any impairment losses).

x. GOVERNMENT GRANTS AND CONTRIBUTIONS

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

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

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

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or condition is credited to the relevant service line (attributable revenue grants/contributions) or Taxation and Non-Specific Grant Income (non ring-fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant is yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Account are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

xi. HERITAGE ASSETS

Heritage assets are held by the Council principally for their contribution to knowledge or culture. The heritage assets held by this Council are monuments, war memorials, public clocks, civic regalia and operational historic buildings in cemeteries.

Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below.

The historical cemetery buildings are operational assets accounted for at depreciated replacement cost within Property, Plant and Equipment in the Balance Sheet.

The remaining heritage assets are not recognised in the financial statements as no information is available on the cost.

The Council is of the view that obtaining valuations for these assets would involve a disproportionate cost in comparison to the benefits that would be provided to the users of the Council's financial statement.

These assets are recorded in the asset register of the Council and detailed records are kept on each asset.

xii. INTANGIBLE ASSETS

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

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

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

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

xiii. INVENTORIES

Inventories are valued at latest price, with an allowance made for obsolete and slow moving items. While this is a departure from the requirements of the Code of Practice on Local Authority Accounting and IAS 2, which require inventories to be shown at the lower of cost and net realisable value, the effect of the different treatment is not material.

xiv. INVESTMENT PROPERTY

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale.

Investment properties are measured initially at cost and subsequently at fair value, 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. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

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

xv. LEASES

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

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

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

The Council as Lessee

Finance Leases

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

Lease payments are apportioned between:

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

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

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

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the service benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, generally meaning that rentals are charged when they become payable.

The Council as Lessor

Operating Leases

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

xvi. OVERHEADS AND SUPPORT SERVICES

The costs of overheads and support services are charged to service segments in accordance with the Council's arrangements for accountability and financial performance.

xvii. PROPERTY, PLANT AND EQUIPMENT

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (e.g. repairs and maintenance) is charged as an expense when it is incurred. Assets valued at less than £10,000 are not normally recognised in the Balance Sheet. The exception to this principal relates to land holdings which may have a current value of less than £10,000 but where they meet the Assets Held for Sale criteria. The total value of such assets does not materially affect the Property, Plant and Equipment disclosure note.

Measurement

Assets are initially measured at cost, comprising:

- The purchase price.

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

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

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

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

- Infrastructure, community assets and assets under construction – depreciated historical cost.
- Surplus assets – the current value measurement basis is fair value, estimated at highest and best use from a market participant's perspective.
- All other assets – current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of current value because of the specialised nature of an asset, depreciated replacement cost is used as an estimate of current value.

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

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

Where decreases in value are identified, the loss is accounted for by:

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- Where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service revenue line(s) in the Comprehensive income and Expenditure Statement.

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

Impairment

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

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

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- Where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service revenue line(s) in the Comprehensive Income and Expenditure Statement.

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

Depreciation

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

Depreciation is calculated on the following bases:

- Buildings – straight-line allocation over the useful life of the property as estimated by the valuer.
- Vehicles, plant, furniture and equipment – a percentage of the value of each class of assets in the balance sheet, as advised by a suitably qualified officer.
- Infrastructure – straight – line allocation up to 40 years.

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

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

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before Fenland District Council Statement of Accounts 2021/22

reclassification and then carried at the lower of this amount and fair value less cost to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously recognised losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

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

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

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

Disposal proceeds in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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

xviii. PROVISIONS

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

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

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes more likely than not that a transfer of economic benefits will not now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

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

xix. CONTINGENT LIABILITIES

A contingent liability arises where an event has taken place that gives the Council a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognized in the Balance Sheet but disclosed in a note to the accounts.

xx. CONTINGENT ASSETS

A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

xxi. RESERVES

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance statement so that there is no net charge against Council Tax for the expenditure.

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

xxii. REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset (e.g. renovation grants) has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year.

Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so there is no impact on the level of Council Tax.

xxiii. VALUE ADDED TAX (VAT)

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

The Council has complied with the Code of Practice on Local Authority Accounting, with the exception of its inventory policy as stated above. Despite this departure from the code, management has concluded that the accounts present a true and fair view of the Council's financial position, financial performance and cash flows.

2. ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

Under the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) the Council is required to disclose information setting out the expected impact of an accounting change that will be required by a new accounting standard that has been issued but not yet adopted. This applies to the adoption of the following new or amended standards within the 2022/23 Code:

- IFRS 1 (First-time adoption) – amendment relates to foreign operations of acquired subsidiaries transitioning to IFRS
- IAS 37 (Onerous contracts) – clarifies the intention of the standard
- IFRS 16 (Leases) – amendment removes a misleading example that is not referenced in the Code material
- IAS 41 (Agriculture) – one of a small number of IFRSs that are only expected to apply to local authorities in limited circumstances.

The Council does not anticipate these changes will have a material impact on its financial statements.

3. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in note 1 to the financial statements, the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events.

The critical judgements made in the financial statements are:

Business Rates

Since the introduction of the Business Rates Retention Scheme effective from 1st April 2013, the Council is liable for successful appeals against business rates charged to businesses in 2021/22 and earlier financial years in their proportionate share. Therefore, a provision has been recognised for the best estimate of the amount that businesses have been overcharged up to 31st March 2022. The estimate has been calculated using the latest Valuation Office (VOA) ratings list of appeals and the analysis of successful appeals to date when providing the estimate of total provision up to and including 31st March 2022. The Council's share of the balance of business rate appeals provisions held at this date amounted to £2.274m. This has increased by £0.112m from the previous year.

Investment Properties

The Council acquired a commercial property in Wisbech during the 2020/21 financial year. The property is leased to a commercial tenant on a long-term lease. Having obtained and reviewed an independent valuation of the property, the Council is satisfied that the property should be accounted for as an investment property as the Council's residual interest in the property exceeds the value of the Council's net investment in the lease. Had this not been the case the property would have been de-recognised as at 31 March 2021 and a long-term debtor reflecting the value of the Council's net investment in the lease would have been reflected in the Balance Sheet instead.

Grants payable as a consequence of Covid 19

The Council has administered a range of grant schemes linked to the pandemic at the request of government. These schemes have resulted in the Council making payments to both residents living in Fenland and businesses operating in the District. The eligibility criteria relating to each grant scheme vary, as does the extent to which the Council is responsible for determining that eligibility criteria.

Several schemes have a discretionary element where the Council is able to decide the eligibility criteria without requiring approval from government. Where the Council is responsible for determining the eligibility criteria the grants paid out, together with the funding received from government to enable those payments to be made, have been recognised in the Comprehensive Income and Expenditure Account and the associated notes as the Council has determined it is acting as Principal in accordance with the requirements of IFRS 15 and the CIPFA Code of Practice on Local Authority Accounting.

Where the Council has made payments to residents and businesses in accordance with eligibility criteria determined by government, the Council's judgment is that it is acting as an agent. Consequently, the grants paid out, together with the funding received from government to enable those payments to be made, are excluded from the Comprehensive Income and Expenditure Account and the associated notes.

Within the Balance Sheet amounts owed to or by government where the Council is acting as an agent are disclosed as a creditor and debtor respectively.

Group Accounts

The Council established a wholly-owned subsidiary, Fenland Future Limited ('the company') in June 2020. The Council owns 100% of the company's share capital. During the 2021/22 financial year the company incurred expenditure as part of work to prepare its business plan for consideration and approval by the Council's Investment Board in July 2022. This expenditure was not deemed to be material based on a consideration of both quantitative and qualitative criteria. The company did not generate any turnover from its activities during 2021/22.

As at 31 March 2022 the company had no assets. Its liabilities comprised solely short-term creditors representing amounts owed to the Council in respect of services the Council has provided where the balances owed by the company have not yet been settled. Details of the total creditor balance are provided as part of the related party transactions note to these financial statements (Note 36).

Based upon the information above regarding 2021/22 transactions recognised by the company and its Balance Sheet as at 31 March 2022 the Council has assessed that Fenland Future Limited is not a material component. On this basis Group Accounts have not been prepared.

4. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The financial statements contain estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The following items in the Council's Balance Sheet as at 31 March 2022 for which there is a significant risk of material adjustments in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	<p>Depreciation and amortisation are provided for Property, Plant and Equipment and Intangible assets respectively. This enables the assets to be written down to their residual value over their estimated useful lives and show an appropriate cost of the use of the asset in the Comprehensive Income and Expenditure Statement.</p> <p>Management judgement is used to determine the useful economic lives of the Plant and Equipment. The Council's valuers provide estimates for the useful</p>	<p>If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls.</p> <p>It is estimated that the annual depreciation charge for buildings would increase by £11k for every year that useful life is reduced.</p> <p>A reduction of 10% in the value of assets valued on</p>

	<p>life of property assets.</p> <p>The methodology for valuing properties at Depreciated Replacement Cost (DRC), e.g. Leisure Centres, includes an adjustment for obsolescence as deemed reasonable by the Council's valuers and management</p>	<p>the basis of Existing-Use-Value and Fair Value would reduce the carrying value of Investment Property by £666,000 and the value of Property, Plant Equipment by £2.576m. An increase would result in an upward increase by the same amount.</p>
Pensions Liability	<p>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 and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.</p>	<p>The effects on the net pension's liability of changes in individual assumptions can be measured. For example:</p> <p>(i) a 0.1% decrease in the real discount rate assumption would result in an increase in the pension liability of £3.015m</p> <p>(ii) a 1 year increase in member life expectancy would result in an increase in the pension liability of £6.032m</p> <p>(iii) a 0.1% increase in the salary increase rate would result in an increase in the pension liability of £0.284m</p> <p>(iv) a 0.1% increase in the pension increase rate would result in an increase in the pension liability of £2.708m</p> <p>However, the assumptions interact in complex ways, so care should be taken when looking at changes in one variable in isolation.</p>

5. MATERIAL ITEMS OF INCOME AND EXPENDITURE

During the 2021/22 financial year the Council received a distribution of funds in the form of two grants with a total value of £3,891,500 from Cambridgeshire Horizons Limited, a company controlled by Cambridgeshire County Council. Whilst the amount received has been recognised as part of gross income in the Growth and Infrastructure Directorate, £3,669,679 has been transferred to an earmarked reserve at the end of the year. Further details can be found in Note 9.

6. EXPENDITURE AND FUNDING ADJUSTMENTS ANALYSIS

Adjustments between Funding and Accounting Basis 2021/22	Adjustments for Capital Purposes (Note i) £000	Net Change for the Pensions the Pensions Adjustment (Note ii) £000	Other Differences (Note iii) £000	Total Adjustments £000
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement Amounts				
Growth and Infrastructure	600	110	(4,246)	(3,536)
Communities, Environment, Leisure and Planning	5,830	1,428	1,517	8,775
Resources and Customer Services	128	524	(1,936)	(1,284)
Net Cost of Services	6,558	2,062	(4,665)	3,955
Other Income and Expenditure from the Expenditure and Funding Analysis	(11,024)	1,540	(217)	(9,701)
Difference between General Fund Surplus and Comprehensive Income and Expenditure Statement Surplus on the Provision of Services	(4,466)	3,602	(4,882)	(5,746)

Adjustments between Funding and Accounting Basis 2020/21	Adjustments for Capital Purposes (Note i) £000	Net Change for the Pensions Adjustment (Note ii) £000	Other Differences (Note iii) £000	Total Adjustments £000
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement Amounts				
Growth and Infrastructure	353	27	(24)	356
Communities, Environment, Leisure and Planning	1,239	440	1,228	2,907
Resources and Customer Services	59	52	(1,455)	(1,344)
Net Cost of Services	1,651	519	(251)	1,919
Other Income and Expenditure from the Expenditure and Funding Analysis	(5,299)	1,206	(2,121)	(6,214)
Difference between General Fund Surplus and Comprehensive Income and Expenditure Statement Surplus on the Provision of Services	(3,648)	1,725	(2,372)	(4,295)

Note (i): Adjustments for Capital Purposes

This column 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 of 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 where conditions attached to the grant were satisfied in the year.

Note (ii): Net Change for the Pensions Adjustments

Net change for the removal of pension contributions and 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 CIES.

Note (iii): Other Differences

Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:

This includes changes relating to the Taxation and Non-Specific Grant Income and Expenditure line in the Comprehensive Income and Expenditure Account. This includes the difference between what is chargeable under statutory regulations for Council Tax and NNDR 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.

Entries included in this column of the above note also identify the impact of internal recharges which are recognised in the year-end position, in accordance with relevant guidance, but do not form part of the outturn position which is presented to management during the year and at the year-end.

Segmental Income

Fees, charges and other service income is analysed by segment as follows:

Services	2021/22 Income from Services £000	2020/21 Income from Services £000
Growth and Infrastructure	(457)	(202)
Communities, Environment, Leisure and Planning	(5,043)	(4,367)
Resources and Customer Services	(763)	(241)
Financing and Investment Income	(2,262)	(1,955)
Total Fees, charges and other service income	(8,525)	(6,765)

7. EXPENDITURE AND INCOME ANALYSED BY NATURE

The Council's expenditure and income is analysed as follows:

<u>Expenditure/Income</u>	2021/22 £000	2020/21 £000
<u>Expenditure</u>		
Employee Benefits Expenses	17,076	14,911
Other Service Expenses	42,279	37,976
Depreciation, Revaluation, Amortisation and Impairment	245	2,349
Interest Payments	491	497
Precepts and Levies	3,363	3,177
Gain on the Disposal of Assets	(100)	(43)
Total Expenditure	63,354	58,867
Fees, Charges and Other Service Income	(8,563)	(6,765)
Interest and Investment Income	(132)	(70)
Income from Council Tax and Non-Domestic Rates	(13,754)	(9,375)
Government Grants, Reimbursements and Other Contributions	(46,651)	(46,952)
Total Income	(69,100)	(63,162)
Surplus on Provision of Services	(5,746)	(4,295)

8. ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATION

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure. The following sets out a description of the reserves that the adjustments are made against.

General Fund Balance

The General Fund is the statutory fund into which all the receipts of 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 the General Fund Balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Council is required to recover) at the end of the financial year.

Capital Receipts Reserve

The Capital Receipts Reserve holds the proceeds from 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 Account

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

2021/22	Usable Reserves			
	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied Account	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:				
<u>Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:</u>				
Charges for depreciation of non-current assets	1,834	0	0	(1,834)
Deficit arising from revaluation and impairment of Property, Plant and Equipment	106	0	0	(106)
Movements in the market value of Investment Properties	(1,704)	0	0	1,704
Amortisation of intangible assets	9	0	0	(9)
Capital grants and contributions that have been applied to capital financing	(4,539)	0	0	4,539
Revenue expenditure funded from capital under statute	8,391	0	0	(8,391)
<u>Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:</u>				
Statutory provision for the financing of capital investment	(366)	0	0	366
Capital expenditure charged against General Fund Balance	(584)	0	0	584
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(100)	100	0	0
Use of Capital Receipts Reserve to finance new Capital expenditure	0	(106)	0	106
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	(8,097)	0	8,097	0
Capital Grants Unapplied applied to Financing of Capital Expenditure	0	0	(4,709)	4,709

2021/22	Usable Reserves			
	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied Account	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Pooled Investments Fund Adjustment Account:				
Movement in the fair value of Pooled Funds credited to the Comprehensive Income and Expenditure Statement	(65)	0	0	65
Adjustments primarily involving the Financial Instruments Adjustment Account:				
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in	(15)	0	0	15
Adjustments primarily involving the LGPS Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	6,037	0	0	(6,037)
Employer's pensions contributions and direct payments to pensioners payable in the year	(2,435)	0	0	2,435
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which Council Tax and non-domestic rating income credited to the Comprehensive Income and Expenditure Statement is different from the Council Tax and non-domestic rating income calculated for the year in accordance with statutory requirements	(3,892)	0	0	3,892
Adjustments primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirement	(59)	0	0	59
Total Adjustments	(5,479)	(6)	3,388	2,097

2020/21	Usable Reserves			
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied Account £000	Movement in Unusable Reserves £000
Adjustments primarily involving the Capital Adjustment Account:				
<u>Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:</u>				
Charges for depreciation and impairment of non-current assets	1,743	0	0	(1,743)
Revaluation Surplus on Property, Plant and Equipment	332	0	0	(332)
Movements in the market value of Investment Properties	264	0	0	(264)
Amortisation of intangible assets	9	0	0	(9)
Capital grants and contributions that have been applied to capital financing	(1,621)	0	0	1,621
Revenue expenditure funded from capital under statute	1,289	0	0	(1,289)
<u>Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:</u>				
Statutory provision for the financing of capital investment Capital expenditure charged against General Fund Balance	(349)	0	0	349
Adjustments primarily involving the Capital Receipts Reserve:	(760)	0	0	760
Transfer of sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(43)	43	0	0
Use of Capital Receipts Reserve to finance new Capital expenditure	0	(37)	0	37

2020/21	Usable Reserves			
	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied Account	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	(5,623)	0	5,623	0
Capital Grants Unapplied applied to Financing of Capital Expenditure	0	0	(7)	7
Adjustments primarily involving the LGPS Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	4,110	0	0	(4,110)
Employer's pensions contributions and direct payments to pensioners payable in the year	(2,384)	0	0	2,384
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which Council Tax and non-domestic rating income credited to the Comprehensive Income and Expenditure Statement is different from the Council Tax and non-domestic rating income calculated for the year in accordance with statutory requirements	3,786	0	0	(3,786)
Adjustments primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	279	0	0	(279)
Adjustments primarily involving the Financial Instruments Adjustment Account:				
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	(18)	0	0	18
Total Adjustments	1,014	6	5,616	(6,636)

9. TRANSFERS (TO)/FROM EARMARKED RESERVES

This note sets out the amounts set aside from the General Fund Balance in Earmarked Reserves to provide financing for future expenditure plans and the amounts posted back from Earmarked Reserves to meet General Fund expenditure in 2021/22.

	Note	Balance at 1 April 2020	Movements in year		Balance at 31 March 2021	Movements in year		Balance at 31 March 2022
			Receipts	Applied		Receipts	Applied	
		£000	£000	£000	£000	£000	£000	£000
Travellers Sites	1	322	4	0	326	62	0	388
Maintenance -Station Road, Whittlesey	2	2	3	0	5	3	0	8
CCTV	3	48	10	(37)	21	10	0	31
Invest to Save	4	84	32	(13)	103	0	(103)	0
Management of Change Reserve	5	948	0	(146)	802	0	(307)	495
Specific Grants Reserve	6	1,070	1,408	(244)	2,234	183	(1,178)	1,239
Local Government Resource Review	7	721	3,433	(7)	4,147	1,287	(3,418)	2,016
Capital Contribution Reserve	8	341	463	(489)	315	0	(180)	135
Port – Buoy Maintenance	9	147	0	0	147	0	0	147
Repairs & Maintenance Reserve	10	637		(74)	563	80	(98)	545
Wisbech High St HLF Reserve	11	114	0	(33)	81	0	(29)	52
Solid Wall Remediation	12	100	0	0	100	0	0	100
Street Lighting	13	24	6	0	30	17	0	47
Investment Strategy Reserve	14	1,350	0	(10)	1,340	0	0	1,340
Budget Equalisation Reserve	15	315	167	0	482	584	0	1,066
Planning Reserve	16	497	0	(106)	391	10	(118)	283
Covid 19	17	43	0	(43)	0	0	0	0
Election Reserve	18	0	30	0	30	30	0	60
Covid Local Authority Support Grants	19	0	741	0	741	0	(298)	443
Council Tax Hardship Fund	20	0	36	0	36	0	(32)	4
Pilots Development Training	21	0	24	0	24	0	0	24
National Leisure Recovery Plan	22	0	154	0	154	0	(154)	0
Council Tax Energy Rebate	23	0	0	0	0	217	0	217
Cambridgeshire Horizons Reserve	24	0	0	0	0	3,891	(192)	3,699
Total		6,763	6,511	(1,202)	12,072	6,374	(6,107)	12,339

Notes

1. The Travellers Sites Reserve is used to fund future maintenance programmes.
2. The Station Road, Whittlesey Reserve was set up in 2004/05 to finance future maintenance costs in relation to the un-adopted estate road. Contributions are received annually from the Companies who have purchased the freehold of individual sites.
3. CCTV Reserve is to provide for future plant and equipment requirements.
4. The Invest to Save Reserve was set up for services to “borrow” from in order to finance ways of producing savings.
5. The Management of Change Reserve was established for the effective management of any organisational changes required to meet the Council’s future priorities.
6. Specific grants received in year but not spent. Balance available to fund specific spending commitments in future years.
7. The Local Government Resource Review Reserve was established to assist the Council in delivering the localisation of council tax support and business rates retention from 2013/14. Transfers to and from this reserve in 2020/21 and 2021/22 reflect the impact of the significant grants received by the Council to fund the award of business rate relief to businesses impacted by the Coronavirus. The impact of awarding this relief is reflected in the Collection Fund. The balance on this reserve has been used to mitigate the impact of recognising the Council’s share of the Collection Fund deficit in the General Fund.
8. The Capital Contributions Reserve was set-up to provide funding for future capital schemes.
9. The Port Buoy Maintenance Reserve was established to provide funding for future buoy maintenance to windfarms.
10. The Repairs and Maintenance Reserve was established in 2016/17 to provide funding for one-off schemes, not covered by the normal Repairs and Maintenance revenue budgets.
11. The Wisbech High Street Heritage Lottery Fund Reserve was established in 2017/18 to facilitate work on grant-funded projects on buildings located in Wisbech High Street.
12. The Solid Wall Remediation Reserve has been established in 2018/19 to fund potential costs linked to solid wall installations in the District.
13. The Street Lighting Reserve has been established in 2018/9 to fund future repairs and maintenance relating to street lighting.
14. The Investment Strategy Reserve was established following a meeting of Cabinet held in January 2020. The purpose of the reserve is to enable the Council to take forward projects approved in accordance with the Council’s Commercial and Investment Strategy.
15. The Budget Equalisation Reserve was established in January 2020. The purpose of the reserve is hold surpluses achieved in previous financial years so that these are available to cover deficits returned in future years should the Council wish to do so.

16. The Planning Reserve was established in January 2020 using balances held previously in the Local Plan Reserve and the Neighbourhood Planning Reserve.
17. The Covid 19 Reserve was established in March 2020 to hold ring-fenced funding received from central government and the County Council from March 2020 onwards to cover some of the costs associated with the Council's response to the Covid 19 pandemic. The Council has been notified that funds held in this reserve can continue to be used during the 2022/23 financial year providing funds are deployed in line with the relevant grant determinations published by government.
18. The Elections Reserve was established in 2020/21 to fund the cost of future District Council elections.
19. The Covid Local Authority Support Grants reserve held money received from government to support local business which had not been paid out as at 31 March 2021. The balance was paid out over the course of the 2021/22 financial year.
20. The Council Tax Hardship Fund reserve holds money received from government to assist Council Taxpayers experiencing hardship linked to the Covid 19 pandemic. Most of the balance carried forward at 1 April 2021 was distributed by the Council during the 2021/22 financial year. There is a small balance which is due to be distributed in the 2022/23 financial year.
21. The Pilots Development Training reserve holds money to be utilised in future years to fund the training of maritime pilots to fulfil the authority's statutory functions.
22. The National Leisure Recovery Plan reserve holds the balance of funding the Council received to assist its leisure operator with costs linked to the re-opening of its leisure centres when restrictions linked to the Covid 19 pandemic were eased. The balance was utilised during the 2021/22 financial year.
23. The Council Tax Energy Rebate reserve was set up in the 2021/22 financial year. It contains funds received from government for the purpose of making payments, on a discretionary basis, to households impacted by the increase in energy prices in accordance with a policy introduced by central government in February 2022. The Council expects to utilise this reserve in full during the 2022/23 financial year.
24. The Cambridgeshire Horizons reserve was set up in the 2021/22 after the Council received a distribution from Cambridgeshire Horizons Limited. The funds received are to be used to make a contribution towards the cost of improvements to the A14 and to contribute to sustainable development and infrastructure improvements in Fenland.

10. OTHER OPERATING EXPENDITURE

	2021/22 £000	2020/21 £000
Parish Council Precepts	1,449	1,444
Drainage Board Levies	1,594	1,499
Loss/(Gain) on the Disposal of Non-Current Assets	(100)	(43)
Total	2,943	2,900

11. FINANCING AND INVESTMENT INCOME AND EXPENDITURE

	2021/22 £000	2020/21 £000
Deficit on Trading Accounts	1,212	1,001
Interest payable and similar charges	491	497
Interest on the net defined pension liability	1,356	1,147
Interest receivable and similar income	(131)	(70)
Income and expenditure in relation to investment properties and changes in their fair value	(1,998)	198
Total	930	2,773

12. TAXATION AND NON-SPECIFIC GRANT INCOME

	2021/22 £000	2020/21 £000
Council Tax income	(9,393)	(9,159)
Net share of business rate income	(4,101)	(38)
Non-ring-fenced Government grants	(4,394)	(8,452)
Capital grants and contributions	(9,063)	(5,992)
Total	(26,951)	(23,641)

13. PROPERTY, PLANT AND EQUIPMENT

Movements in 2021/22:

	Other Land & Buildings	Vehicles, Plant, Furniture & Equipment	Asset Under Construction	Infrastructure Assets	Community Assets	Surplus Assets	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation							
At 1 April 2021	38,008	18,098	212	8,598	1,477	3,497	69,890
Additions	612	768	1,072	669	0	0	3,121
Revaluation Surplus/(Deficit) recognised in the Revaluation Reserve	1,905	0	0	0	0	256	2,161
Revaluation Surplus/(Deficit) recognised in the Deficit on the Provision of Services	(76)	0	0	0	0	37	(39)
Transfers	(160)	0	160	0	0	0	0
At 31 March 2022	40,289	18,866	1,444	9,267	1,477	3,790	75,133
Accumulated Depreciation and Impairment							
At 1 April 2021	(947)	(13,543)	0	(3,534)	(88)	0	(18,112)
Depreciation charge	(354)	(1,025)	0	(294)	0	0	(1,673)
Impairments	(68)	0	0	0	0	0	(68)
Depreciation charge to the Revaluation Reserve	(160)	0	0	0	0	0	(160)
Depreciation charge written out to the Revaluation Reserve	775	0	0	0	0	0	775
At 31 March 2022	(754)	(14,568)	0	(3,828)	(88)	0	(19,238)
Net Book Value							
At 31 March 2022	39,535	4,298	1,444	5,439	1,389	3,790	55,895
At 31 March 2021	37,061	4,555	212	5,064	1,389	3,497	51,778

Comparative Movements in 2020/21:

	Other Land & Buildings	Vehicles, Plant, Furniture & Equipment	Asset Under Construction	Infrastructure Assets	Community Assets	Surplus Assets	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation							
At 1 April 2020	35,995	17,187	200	8,197	1,477	3,437	66,493
Additions	364	911	12	401	0	0	1,688
Revaluation Surplus/(Deficit) recognised in the Revaluation Reserve	1,411	0	0	0	0	455	1,866
Revaluation Surplus/(Deficit) recognised in the Deficit on the Provision of Services	(36)	0	0	0	0	15	(21)
Transfers	293	0	0	0	0	(410)	(117)
Disposals	(19)	0	0	0	0	0	(19)
At 31 March 2021	38,008	18,098	212	8,598	1,477	3,497	69,890
Accumulated Depreciation and Impairment							
At 1 April 2020	(401)	(12,595)	0	(3,240)	(88)	0	(16,324)
Depreciation charge	(367)	(948)	0	(294)	0	0	(1,609)
Impairments	(305)	0	0	0	0	0	(305)
Depreciation charge to the Revaluation Reserve	(134)	0	0	0	0	0	(134)
Depreciation charge written out to the Revaluation Reserve	260	0	0	0	0	0	260
Depreciation charge written out in respect of Disposals	0	0	0	0	0	0	0
At 31 March 2021	(947)	(13,543)	0	(3,534)	(88)	0	(18,112)
Net Book Value							
At 31 March 2021	37,061	4,555	212	5,064	1,389	3,497	51,778
At 31 March 2020	35,594	4,592	200	4,957	1,389	3,437	50,169

Fair Value Hierarchy

All the Council's surplus assets and investment properties have been assessed as Level 2 on the fair value hierarchy for valuation purposes (see accounting policy note 1 viii for an explanation of the fair value levels).

Valuation Techniques Used to Determine Level 2 Fair Values for Surplus Assets and Investment Properties

The fair value of surplus assets and investment properties have been measured using a market approach, which takes into account quoted prices for similar assets in active markets, existing lease terms and rentals, research into market evidence including market rentals and yields, the covenant strength for existing tenants, and data and market knowledge gained in managing the Council's asset portfolio. Market conditions are such that similar properties are actively purchased and sold and the level of observable inputs are significant, leading to the properties being categorised as level 2 on the fair value hierarchy.

There has been no change in the valuation techniques used during the year for surplus assets or investment properties

Highest and Best Use

In ascertaining the fair value of the Council's surplus assets and investment properties the ultimate aim is to arrive at the notional 'Highest and Best use value' for the asset either as a stand-alone asset or in combination with other assets within the principal market whilst ensuring that any alternative use is physically, legally and financially possible.

This has been achieved, for these purposes, by comparing the 'current use' of the asset to the notional 'alternative use' based on potential redevelopment on a land value basis for the site(s).

Valuation Process for Investment Properties

The Council's investment properties have been valued as at 1 April 2021 by Wilks Head & Eve in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Management obtained a market review from Wilks Head & Eve in April 2022. This indicated that relevant market data indicated that the value of the Council's Investment Properties was likely to have increased by a material amount between 1 April 2021 on 31 March 2022. Management has reviewed in detail the valuations provided in respect of the investment properties recognised in the Council's Balance Sheet and made an appropriate allowance to reflect anticipated changes in the value of each asset. The increases applied range from 0% to 15%.

Depreciation

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

- Other Land and Buildings – Up to 50 years
- Vehicles, Plant, Furniture & Equipment – 5-20 years
- Infrastructure – Up to 40 years

Capital Commitments

At 31 March 2022 the Council had contractual capital commitments of £1.036m (31 March 2021 £0.683m).

Revaluations

A full re-valuation of all assets valued at current value or fair value was undertaken as at 1 April 2020. All assets required to be valued at current value are re-valued at least every 5 years. The Council also instructs its valuers to undertake an annual valuation, as at 1st April each year of all assets considered to be materially significant in the context of the Council's overall property portfolio. This includes all assets valued on the basis of fair value in accordance with IFRS13.

All valuations were carried out externally by Wilks Head & Eve in accordance with the professional standards of the Royal Institution of Chartered Surveyors. The basis for valuations is set out in the accounting policies, Note 1 of the financial statements.

Additionally, the Council instructs its valuers annually to undertake a market review of all land and property assets, to ensure that the carrying value of those assets is not materially different from their fair value at the end of the reporting period.

In April 2022, having considered the market review provided by the Council's valuers, management determined that some adjustments to the valuations provided as at 1 April 2021 would be required to ensure the valuation of land and property owned by the Council as at 31 March 2022 would not be materially misstated. The following approach was adopted:

- The market review indicated that movement in the relevant industry indices meant the Council's four leisure centres had potentially increased in value by a material amount between 1 April 2021 and 31 March 2022. Updated valuations, reflecting the value as at 31 March 2022, were obtained from the Council's external valuer. The valuations provided were incorporated into the Council's Balance Sheet
- The market review observed that there had been significant increases in the value of industrial assets and developable land between 1 April 2021 and 31 March 20122. Management has reviewed in detail the valuations provided in respect of the assets it holds in this category and made an appropriate allowance to reflect anticipated changes in the value of each asset. The increases applied range from 0% to 15%.

The following table analyses the Council's Property, Plant and Equipment according to when it was last revalued. It includes those assets held at historical cost valuation in accordance with the requirements of the CIPFA Code of Accounting Practice. All other assets have been revalued in accordance with the process explained above.

	Land & Buildings £000	Infrastructure Assets £000	Community Assets £000	Vehicles, Plant & Equipment £000	Surplus Assets £000	Total £000
Valued at historical cost	0	5,439	1,389	4,298	0	11,126
Valued at current/fair value as at:						
31 March 2021	2,796	0	0	0	0	2,796
31 March 2022	36,739	0	0	0	3,790	40,529
Total	39,535	5,439	1,389	4,298	3,790	54,451

14. INVESTMENT PROPERTY

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

	2021/22 £000	2020/21 £000
Rental income from investment property	(294)	(66)
Loss/(Gain) on revaluation of investment property	(1,704)	264
Net (Gain)/Loss	(1,998)	198

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 carry out repairs, maintenance or enhancement. The following table summarises the movement in the fair value of investment properties over the year:

	2021/22 £000	2020/21 £000
Balance at start of the year	4,954	1,402
Transfers from Property, Plant and Equipment	0	117
Additions	0	3,699
Net gain/(loss) from fair value adjustments	1,704	(264)
Balance at end of the year	6,658	4,954

Fair Value Hierarchy

All the Council's investment properties have been assessed as Level 2 on the fair value hierarchy for valuation purposes (see accounting policy note 1 viii and note 13 to the core financial statements for an explanation of the fair value levels).

15. INTANGIBLE ASSETS

Purchased software licences are held for a variety of IT systems. All software is given a 5-year finite useful life, based on assessments of the period that the software is expected to be used by the Council and to be consistent with the general policy for all capitalised IT purchases.

The carrying amount of intangible assets is amortised on a straight-line basis in line with the Council's general depreciation/amortisation policy. The amortisation of £9,564 charged to revenue in 2021/22 is charged to the IT cost centre and then absorbed as an overhead across all service headings in the Net Cost of Services. It is not possible to quantify exactly how much of the amortisation is attributable to each service heading.

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

	2021/22	2020/21
	£000	£000
Balance at start of year		
Gross Carrying amount	1,498	1,498
Accumulated amortisation	(1,484)	(1,474)
Net carrying amount at start of year	14	24
Additions	72	0
Amortisation for the year	(9)	(10)
Net carrying amount at end of year	77	14
Comprising:		
Gross carrying amounts	1,570	1,498
Accumulated amortisation	(1,493)	(1,484)

16. LONG TERM DEBTORS

Long term debtors which fall due after a period of at least one year:

	31 March 2022	31 March 2021
	£000	£000
Mortgages	48	49
Private sector housing improvement loans	228	217
Employee car loans	103	104
Other	0	17
Total	379	387

17. FINANCIAL INSTRUMENTS

Categories of financial instruments

The following categories of financial instruments are carried in the Balance Sheet:

	Carrying amount	
	31 March 2022 £000	31 March 2021 £000
Financial liabilities (Measured at Amortised Cost)		
Long Term Liabilities	(7,800)	(7,800)
Short Term Borrowings	(36)	(36)
Creditors	(6,996)	(5,056)
	14,832	(12,892)

Financial Assets (Fair Value Through Profit & loss)		
Long Term Investments	4,066	0
(Measured at Amortised Cost)		
Debtors	6,903	3,303
Cash & Cash Equivalents	20,935	17,965
Investments	10,006	5,002
	41,910	26,270

Income, expense, gains and losses

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

	Financial Liabilities	Financial Assets	Total
	31 March 2022 £000	31 March 2022 £000	31 March 2022 £000
Gains on Investments			
Fair value through profit and loss	0	(65)	(65)
Amortised Cost			
Interest Income – soft loans	0	(11)	(11)
Interest and Investment Income	0	(55)	(55)
Increase in allowance for expected credit losses	0	318	318
Interest payable and similar charges	491	0	491
Net loss for year	491	187	678

	Financial Liabilities	Financial Assets	Total
	31 March 2021	31 March 2021	31 March 2021
	£000	£000	£000
Interest Income – soft loans	0	(15)	(15)
Interest and Investment Income	0	(55)	(55)
Increase in allowance for expected credit losses	0	532	532
Interest payable and similar charges	497	0	497
Net loss for year	497	462	959

Realised and unrealised gains and losses, interest and other items of income and expense are accounted for in the financial year to which they relate and are shown at actual value paid or received.

The increase in the allowance for expected credit losses reflects the additional amount required in the year which is chargeable to the Comprehensive Income and Expenditure Statement.

18. FAIR VALUE OF ASSETS AND LIABILITIES

Units held within pooled investment funds are measured at fair value in the balance sheet on a recurring basis with reference to unadjusted quoted prices in active markets for identical units.

For financial liabilities and financial assets (loans and receivables) which are carried in 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 (level 2 on the fair value hierarchy, see accounting policy note 1 viii), using the following assumptions:

- No early repayment or impairment is recognised
- Where an instrument will mature in the next 12 months, the carrying amount is assumed to approximate to the fair value
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.
- For loans from the Public Works Loan Board (PWLB), new borrowing rates have been applied from the PWLB to provide fair value disclosures at the balance sheet date. As an alternative, the Debt Management Office provides a fair value valuation under PWLB debt redemption procedures calculated without undertaking a repayment or transfer.
- For other market debt, PWLB (new certainty) prevailing market rates have been applied to provide the fair value disclosures at the balance sheet date.

As at 31 March 2022 the Council held £37.844m financial assets and £14.832m liabilities for which level 3 valuations will not apply. All the financial assets, excluding investments in pooled funds, are classed as loans and receivables and held within Notice Accounts. The financial liabilities are held with PWLB and market lenders. All of these investments and borrowings were not quoted on an active market and a Level 1 valuation is not available.

Fenland District Council Statement of Accounts 2021/22

To provide a fair value which provides a comparison to the carrying amount, for all long-term liabilities we have used a financial model valuation provided by Link Asset Services. This valuation applies the net present value approach, which provides an estimate of the value of payments in the future in today's terms as at the balance sheet date. This is a widely accepted valuation technique commonly used by the private sector. Our accounting policy uses new borrowing rates to discount the future cash flows.

In accordance with advice received from Link Asset Services the fair value of all financial instruments classified as being short-term in the balance sheet has been assumed to be the same as the book value.

	Carrying Amount 31 March 2022	Fair Value 31 March 2022	Carrying Amount 31 March 2021	Fair Value 31 March 2021
	£000	£000	£000	£000
Financial liabilities				
Long Term Liabilities	(7,800)	(11,072)	(7,800)	(12,012)
Short Term Borrowing	(36)	(36)	(36)	(36)
Creditors	(6,996)	(6,996)	(5,056)	(5,056)
	(14,832)	(18,104)	(12,892)	(17,104)
Financial Assets				
Long Term Investment	4,066	4,066	0	0
Total Debtors	6,903	6,903	3,303	3,303
Cash & Cash Equivalents	20,935	20,935	17,965	17,965
Investments	10,006	10,006	5,002	5,002
	41,910	41,910	26,270	26,270
Total	27,078	23,806	13,378	9,166

The fair value of long-term liabilities are greater than the carrying amount due to the Council's portfolio of loans consisting of a number of fixed rate loans, where the interest payable is higher than the rates available for similar loans at the Balance Sheet date. The fair value of creditors is taken to be the invoiced amount.

The Council has a continuing ability to borrow at concessionary rates from the PWLB rather than from the markets, termed the PWLB Certainty interest rates. As a result of its PWLB commitments for fixed rate loans a comparison of the terms of these loans with the new borrowing rates available from the PWLB has been used to calculate the fair value. If a value is calculated on this basis, the carrying amount of £4.532m would be valued at £6.250m. But, if the Council were to seek to avoid the projected loss by repaying the loans to the PWLB, the PWLB would raise a penalty charge, based on the redemption interest rates, for early redemption of £2.130m for the additional interest that will not now be paid. The exit price for the PWLB loans including the penalty charge would be £6.662m.

This redemption charge is a supplementary measure of the fair value of the PWLB loans of £6.662m. It measures the economic effect of the terms agreed with the PWLB compared with estimates of the terms that would be offered for market transactions undertaken at the Balance Sheet date, which has been assumed as the PWLB redemption

interest rates. The difference between the carrying amount and the fair value, measures the additional interest that the Council will pay over the remaining terms of the loans under the agreements with the PWLB, against what would be paid if the loans were at prevailing market rates.

19. NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

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

- Credit risk – the possibility that other parties might fail to pay amounts due to the Council
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments
- Market risk – the possibility that financial loss might arise for the Council as a result of factors such as changes in interest rates movements.

How the Council Manages These Risks

The Council's overall risk management programme focus on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. Risk management is carried out by a central treasury team, under policies approved by the Council in the annual treasury management strategy. The Council provides 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.

Credit Risk

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

The risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard & Poors Credit Ratings Services. In addition, the Investment strategy also limits maximum amounts and time limits to be deposited in respect of each financial institution. Additional selection criteria are also applied after this initial criteria is applied. Full details of the Investment Strategy can be found on the Council's website.

Deposits are not made with banks and financial institutions unless they meet the minimum criteria laid out within the creditworthiness service provided by Capita Asset Services (see Annual Investment Strategy). A maximum of £5m is allowed to be invested (£10m with the Council's approved bank) within any one approved institution for up to 5 years. Unlimited overnight investments levels are allowed with the Council's approved bank.

At 31 March 2022 there was a maximum of £5m with approved counterparties and a maximum of 2 times this limit may be invested in total with counterparties belonging to the same group.

In light of the above investment strategy, the Council considers that it has taken all reasonable steps to reduce to a minimum any exposure to credit risks in relation to investments at 31 March 2022 and that any residual risk cannot be quantified.

The following table shows the original sums of investments at 31 March analysed by the nature of financial institution and remaining period to maturity.

31 March 2022	Maturity Bands			Total
	Less than 3 Months	3 Months to 6 Months	6 Months to 1 year	
	£000	£000	£000	£000
Banks	5,050	7,000	3,000	15,050
Building Societies	16,800	0	0	16,800
Local Authorities	0	0	0	0
	21,850	7,000	3,000	31,850

31 March 2021	Maturity Bands			Total
	Less than 3 Months	3 Months to 6 Months	6 Months to 1 year	
	£000	£000	£000	£000
Banks	10,000	5,000	0	15,000
Building Societies	7,000	0	0	7,000
Local Authorities	2,000	0	0	2,000
	19,000	5,000	0	24,000

In addition to the above, the Council has investments in financial assets held at fair value through profit and loss, as detailed at note 18, which do not have a defined maturity date.

The simplified approach is used to determine the provision for expected credit losses for trade debtors. A matrix is used to determine the appropriate level of provision. The likelihood of a debtor not fulfilling their obligations is assessed based on the Council's experience of securing payment in previous financial years for debt where the credit period had been exceeded adjusted to reflect the Council's understanding of how economic trends expected to prevail over the medium-term may impact on the prospect of the Council securing the payments due.

For financial assets not classified as a trade debtor, the provision for expected credit losses is based upon an assessment of the extent to which credit risk associated with individual assets has increased since initial recognition. The following factors are taken into account:

- the Council normally only allows counterparties credit of 14 days. If this period has been exceeded without contact from the counterparty this is likely to be indicative of an increase in the credit risk associated with the financial asset;
- the Council permits some customers to pay off their outstanding balance in instalments. If two or more instalments have been missed this is likely to be indicative of an increase in the credit risk associated with the financial asset; and
- the Council regularly reviews outstanding balances to determine if circumstances have arisen which make the debt eligible for write-off in accordance with the Council's policy on write-offs. Write-offs are approved promptly and arrangements are in place to ensure outstanding proposals for write-off are actioned prior to each Balance Sheet date.

The changes in the loss allowance during the year analysed according to the method using to calculate the expected credit loss is shown in the table below:

	12-Month Expected Credit Losses	Lifetime Expected Credit Losses – Not Credit Impaired	Lifetime Expected Credit Losses – Simplified Approach	Total
	£000	£000	£000	£000
Opening Balance at 1 April 2021	421	200	82	703
New Financial Assets Originated or Purchased	179	0	0	179
Amounts Written Off	0	0	(40)	(40)
Changes in Model/ Risk Parameters	16	0	145	161
As at 31 March 2022	616	200	187	1,003

	12-Month Expected Credit Losses	Lifetime Expected Credit Losses – Not Credit Impaired	Lifetime Expected Credit Losses – Simplified Approach	Total
	£000	£000	£000	£000
Opening Balance at 1 April 2020	0	293	62	355
New Financial Assets Originated or Purchased	0	0	0	0
Amounts Written Off	0	(74)	(9)	(83)
Changes in Model/ Risk Parameters	421	(19)	29	431
As at 31 March 2021	421	200	82	703

The Council has the following exposure to credit risk at 31 March 2022

Basis for Calculation of Expected Credit Loss	Gross Carrying Amount 31 March 2022 £000	Gross Carrying Amount 31 March 2021 £000
12-Month Expected Credit Losses	4,796	1,797
Lifetime Expected Credit Losses – Not Credit Impaired	200	200
Lifetime Expected Credit Losses – Simplified Approach	1,907	1,306

Liquidity Risk

As the Council has ready access to borrowings from the PWLB, it does not face any significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The Council recognises that if it were to sell the units it holds in property funds typically there would be a delay before the Council was able to receive the associated cash as it would usually be necessary to identify a purchaser on the secondary markets. This has not been assessed as a significant risk as the Council considers its investment in property funds to be a long-term investment and, as explained above, the Council has ready access to PWLB to fund its immediate liquidity needs.

All financial liabilities as at 31 March 2022 are due within one year, apart from long term borrowings and finance lease liabilities. The maturity analysis of long-term borrowing is as follows:

	31 March 2022 £000	31 March 2021 £000
Between 5 and 10 years	4,500	2,000
Between 10 and 15 years	0	2,500
Between 30 and 35 years	3,300	3,300
Total	7,800	7,800

All trade and other payables are due to be paid in less than one year.

Market Risk

The Council has placed funds in two pooled property funds. The valuation of each property fund is updated at least quarterly in accordance with independent professional valuations of the property assets held by each fund. The valuation of property depends on market conditions and consequently the value of the Council's holding is subject to increase or decrease. The value of the fund does not necessarily impact on the returns the Council receives as returns are based on rents collected by managers of the property fund. Those rents reflect lease agreements and the terms on which rent reviews and/or early termination of leases are available to tenants will vary according to the detail set out in each lease agreement. The fund manager has responsibility for balancing the level of risk to which its investors are exposed taking account of a range of considerations including

the degree of exposure to different sectors of the property market, types of tenants and the length of unexpired leases.

The Council intends to retain its investment in pooled property funds over the long-term. This reduces the risk that the Council might receive a smaller amount than it originally invested when the units held are sold as the Council has sufficient flexibility to determine when to exit the market based on forecast market conditions and advice from its external treasury advisors.

The Council is exposed to minimal risk in respect of adverse interest rate movements in its investments. This is because fixed rate investments are of less than one year in duration and the changes to fair value will be minimal. The Council does, however, utilise “call accounts” for short term deposits and the interest rate on these accounts move in line with the bank base rate. In general terms, a rise in interest rates would have the following effects:

- Investments at variable rates – the interest income credited to the Comprehensive Income and Expenditure Statement will rise; and
- Investments at fixed rates – the fair value of the assets will fall.

The Council’s treasury management officers play a pro-active role in assessing interest rate exposure that feeds into the Council’s annual budget setting process and which is used to revise budget projections as necessary during the financial year. The assessment procedures indicate that if interest rates were one percentage point higher, with all other variables held constant, the effect in 2021/22 would have been an increase in income of £14,000 (£90,000 increase in 2020/21).

The impact of a one percentage point fall in interest rates would be the reverse of the net effect identified in the table above. The Code of Practice on Local Authority Accounting 2021/22 suggests a sensitivity analysis of one percentage point.

20. INVENTORIES

	Total (General & Vehicle)	
	2021/22 £000	2020/21 £000
Balance outstanding at start of year	65	53
Purchases	427	343
Recognised as an expense in the year	(394)	(331)
Balance outstanding at year-end	98	65

21. SHORT TERM DEBTORS

	31 March 2022 £000	31 March 2021 £000
Central Government bodies	1,695	4,386
Trade Receivables	1,420	914
Other	6,701	4,675
Total	9,816	9,975

Each line item is presented net of a provision for expected credit losses. Details of the Council's approach to determining the level of provision required is explained in Note 19 to the financial statements.

22. CASH AND CASH EQUIVALENTS

The balance of Cash and Cash Equivalents is made up of the following elements:

	31 March 2022 £000	31 March 2021 £000
Cash held by the Council	21,861	19,002
Bank Current Accounts	(926)	(1,037)
Total Cash and Cash Equivalents	20,935	17,965

23. SHORT TERM CREDITORS

	31 March 2022 £000	31 March 2021 £000
Central Government bodies	3,739	8,556
Trade	3,088	2,200
Other entities and individuals	4,114	3,023
Total	10,941	13,779

The Council has received a number of developer's contributions that have yet to be recognised as income as they have conditions attached to them that require the monies to be returned to the giver if not used as prescribed. This liability is included within the 'Other Entities and Individuals' category in the table above at a value of £2,049,981 (2020/21 £1,927,291).

24. RECEIPTS IN ADVANCE

	31 March 2022 £000	31 March 2021 £000
Central Government Bodies	8,120	618
Council Tax receipts in advance	235	262
Business Rates receipts in advance	285	141
Trade	77	78
Garden Waste receipts in advance	753	699
Other	1	30
Total	9,471	1,828

25. PROVISIONS

	31 March 2022 £000	31 March 2021 £000
Balance at 1 April	2,352	1,671
Additional Provision	599	952
Utilised in Year	(659)	(271)
Balance at 31 March	2,292	2,352

Included within Provisions are amounts set aside to meet potential future liabilities for Business Rates Appeals and amounts set aside in respect of exit packages associated with decisions taken by the Council prior to 31 March 2022.

26. USABLE RESERVES

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and notes 8 and 9 of the financial statements.

27. UNUSABLE RESERVES

	31 March 2022 £000	31 March 2021 £000
Revaluation Reserve	21,834	19,058
Capital Adjustment Account	33,716	31,887
Financial Instruments Adjustment Account	(270)	(285)
Pensions Reserve LGPS	(55,035)	(68,044)
Collection Fund Adjustment Account	(271)	(4,162)
Accumulated Absences Account	(430)	(491)
Pooled Funds Adjustment Account	65	0
Total	(391)	(22,037)

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Council arising from increases in the value of its Property, Plant and Equipment. 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.

	2021/22 £000	2020/21 £000
Balance at 1 April	19,058	17,082
Upward revaluation of assets	3,899	3,732
Downward revaluation of assets and impairment losses not charged to the Surplus on the Provision of Services	(963)	(1,618)
Surplus on revaluation of non-current assets not posted to the Surplus on the Provision of Services	2,936	2,114
Difference between fair value depreciation and historical cost depreciation	(160)	(134)
Accumulated gains on assets transferred, sold or scrapped	0	(4)
Amount written off to the Capital Adjustment Account	(160)	(138)
Balance at 31 March	21,834	19,058

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 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 8 of the financial statements provide details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

	2021/22 £000	2020/21 £000
Balance at 1 April	31,887	32,613
Charges for depreciation of non-current assets	(1,834)	(1,743)
(Deficit)/Surplus arising from revaluation and impairment of Property, Plant and Equipment	(106)	(332)
Amortisation of intangible assets	(9)	(10)
Revenue expenditure funded from capital under statute	(8,391)	(1,289)
Adjusting amounts written out of the Revaluation Reserve	160	134
Use of the Capital Receipts Reserve to finance new capital expenditure	106	37
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	4,539	1,621
Application of grants to capital financing from the Capital Grants Unapplied Account	4,709	7
Transfer from Revaluation Reserve in respect of Non-Current assets transfers and assets sold or scrapped	0	4
Statutory provision for the financing of capital investment charged against the General Fund Balance	367	349
Capital expenditure charged against the General Fund Balance	584	760
Movements in the market value of Investment Properties credited to the Comprehensive Income and Expenditure Statement	1,704	(264)
Balance at 31 March	33,716	31,887

Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions.

	2021/22 £000	2020/21 £000
Balance at 1 April	(285)	(303)
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	15	19
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	0	(1)
Balance at 31 March	(270)	(285)

Pension Reserve – Local Government Pension Scheme

The Pension 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 a benefit earned to be financed as the Council makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	2021/22 £000	2020/21 £000
Balance at 1 April	(68,044)	(49,115)
Re-measurements of the net defined benefit liability	16,611	(17,204)
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(6,037)	(4,110)
Employer's pensions contributions and direct payments to pensioners payable in the year	2,435	2,385
Balance at 31 March	(55,035)	(68,044)

Collection Fund Adjustment Account

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

	2021/22 £000	2020/21 £000
Balance at 1 April	(4,162)	(376)
Amount by which council tax and non-domestic rates income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rates income calculated for the year in accordance with statutory requirements	3,891	(3,786)
Balance at 31 March	(271)	(4,162)

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.

	2021/22 £000	£000	2020/21 £000	£000
Balance at 1 April	(491)		(212)	
Settlement or cancellation of accrual made at the end of the preceding year	491		212	
Amounts accrued at the end of the current year	(430)		(491)	
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		(430)		(491)
Balance at 31 March		(430)		(491)

Pooled Fund Adjustment Account

In accordance with accounting standards, movements in the fair value of the Council's interest in pooled investment funds are required to be recognised in the Council's Comprehensive Income and Expenditure Account. However, statutory requirements mean that any increase or decrease in the fair value cannot be recognised as part of the General Fund balance. Consequently, the Pooled Fund Adjustment Account balance reflects the difference between the cost to the Council of acquiring its interest in pooled investment funds and their fair value as reflected in the Council's Balance Sheet.

	2021/22 £000	2020/21 £000
Balance at 1 April	0	0
Increases/(decreases) in fair value recognised in the Comprehensive Income and Expenditure reversed to the Pooled Fund Adjustment Account in accordance with statutory requirements	65	0
Balance at 31 March	65	0

28. CASH FLOW STATEMENT – OPERATING ACTIVITIES

The cash flows for operating activities include the following items:

a) Adjust net deficit on the provision of services for non-cash movements.

	2021/22 £000	2020/21 £000
Depreciation	1,834	1,743
Impairment & downward/upward revaluations	106	332
Amortisation	9	9
Increase/(decrease) in impairment for bad debts (operational debtors)	640	86
Increase/(decrease) in Creditors	2,747	8,232
(Increase)/decrease in Debtors	1,708	(3,573)
Decrease/(Increase) in inventories	(33)	(12)
Movement in pension liability	4,497	1,725
Contribution to/(from) provisions	(60)	681
Carrying amount of non-current assets and non-current assets held for sale, sold or de-recognised	0	0
Movement in fair value of investment properties	(1,704)	264
Other non-cash transactions	(79)	483
	9,665	9,970

- b) Adjust for items included in the net deficit on the provision of services that are investing and financing activities.

	2021/22 £000	2020/21 £000
Capital grants credited to the deficit on the provisions of services	(12,635)	(7,256)
Proceeds from the sale of property, plant and equipment and repayment of loans	(100)	(43)
	<u>(12,735)</u>	<u>(7,299)</u>

- c) Interest received and interest paid included in cash flow from operating activities

	2021/22 £000	2020/21 £000
Interest received	52	71
Interest paid	(491)	(496)
	<u>(439)</u>	<u>(425)</u>

29. CASH FLOW STATEMENT – INVESTING ACTIVITIES

	2021/22 £000	2020/21 £000
Purchase of property, plant and equipment, investment property and intangible assets	(1,133)	(5,295)
Purchase of short-term investments	(30,500)	(14,000)
Purchase of long-term investments	(4,001)	0
Proceeds from the sale of property, plant and equipment, investment property and intangible assets and repayment of grants and loans	35	75
Proceeds from short-term investments	25,500	18,000
Other payments for investing activities	0	(2)
Other receipts from investing activities	10,037	7,315
Net cash (outflow)/inflows from investing activities	<u>(62)</u>	<u>6,093</u>

30. CASH FLOW STATEMENT – FINANCING ACTIVITIES

	2021/22 £000	2020/21 £000
Cash payments for the reduction of the outstanding liabilities relating to finance leases	(137)	(163)
Other (payments)/receipts for financing activities	493	(5,200)
Net cash (outflow)/inflows from investing activities	356	(5,363)

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	1 April 2021 £000	Financing Cash Flows £000	31 March 2022 £000
Long Term Borrowing	7,800	0	7,800
Lease Liabilities	243	(137)	106
Total Liabilities from financing activities	8,043	(137)	7,906

31. TRADING OPERATIONS

Included within the expenditure figures below are capital charges (depreciation, revaluation and impairment) which are reversed out of the General Fund Balance through the Movement in Reverses Statement to ensure there is no impact on the Council's Taxpayer.

Market Undertaking

The Council operates outdoor markets in March, Chatteris and Whittlesey.

	2021/22 £000	2020/21 £000
Expenditure	101	93
Income	(23)	(18)
Deficit Before Capital Charges	78	75
Capital Charges	4	4
Deficit Taken to General Fund	82	79

Port Undertaking

The Council is the statutory Port Authority for the Port of Wisbech. Financial results were as follows:

	2021/22 £000	2020/21 £000
Expenditure	1,351	1,053
Income	(768)	(865)
Deficit Before Capital Charges	583	188
Capital Charges	235	282
Deficit Taken to General Fund	818	470

Mini-factories, Estates and Office Units

The Council operates 69 mini-factory units located in March, Chatteris and Wisbech. South Fens Business Centre, Chatteris offers 45 office and 8 workspace units. The Boathouse, Wisbech offers 37 office units. Estate areas amounting to 44.5 acres are operated by the Council. Financial results were as follows:

	2021/22 £000	2020/21 £000
Expenditure	1,205	1,082
Income	(730)	(719)
Deficit Before Capital Charges	475	363
Capital Charges	(30)	184
Deficit Taken to General Fund	445	547

Trade Waste

The financial results for Trade Waste were as follows:

	2021/22 £000	2020/21 £000
Expenditure	314	247
Income	(447)	(342)
(Surplus) taken to General Fund	(133)	(95)

There are currently no capital charges in relation to Trade Waste.

32. MEMBERS' ALLOWANCES

The Council paid the following amounts to members of the Council during the year. Full details can be found on the Council's website. Details of payments to individual members are published annually in a local newspaper and on the Council's website.

	2021/22 £000	2020/21 £000
Allowances	347	334
Expenses	5	2
Total	352	336

33. EMPLOYEES' REMUNERATION

The following table sets out the remuneration disclosures for senior officers who received more than £50,000 per year.

Senior Officers Remuneration

Name/Officer	Note	Year	Gross Salary	Benefits in Kind (e.g. car allowance)	Total Remuneration (excl. Pension contributions)	Employers Pension Contributions	Total Remuneration (incl. pension contributions)
			£	£	£	£	£
Paul Medd, Chief Executive		2021/22	152,304	2,000	154,304	26,501	180,805
		2020/21	150,053	2,000	152,053	26,109	178,162
Corporate Director and Chief Finance Officer		2021/22	91,508	9,450	100,958	14,000	114,958
		2020/21	90,156	9,450	99,606	15,687	115,293
Corporate Director and Monitoring Officer	1	2021/22	73,216	9,450	82,666	15,916	98,582
		2020/21	90,156	9,450	99,606	15,687	115,293
Corporate Director	2	2021/22	0	0	0	0	0
		2020/21	26,960	1,773	28,733	3,560	32,293

Note 1: The post holder commenced maternity leave on 12th December 2021. The annualised salary was £91,508.

Note 2: The Corporate Director position remains in the Council's Corporate Management Team structure, but as at 31 March 2022 the Council had not recruited to the position. The previous postholder retired from their position on 16 June 2020. The annualised salary was £90,156.

The numbers of employees whose remuneration, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 are shown in the table below.

Remuneration Band	Number of Employees	
	2021/22 Total	2020/21 Total
£50,000 - £54,999	5	6
£55,000 - £59,999	7	11
£60,000 - £64,999	7	6
£65,000 - £69,999	4	4
£70,000 - £74,999	4	0
£80,000 - £84,999	2	0
£95,000 - £99,999	0	2
£100,000 - £104,999	1	0
£150,000 - £154,999	1	1

The band changes from 2020/21 to 2021/22 are due to pay progression within individual's terms and conditions, and the nationally agreed cost of living increases.

The numbers of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below. The exit packages arose from a programme of service staffing reviews.

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	
	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21 £000	2021/22 £000
£0 - £20,000	0	1	11	1	11	2	106	23
£20,001- £40,000	0	0	2	0	2	0	68	0
£40,001- £60,000	0	0	0	0	0	0	0	0
Total	0	2	13	0	13	2	174	23
Total cost included in Comprehensive Income and Expenditure							174	23

34. EXTERNAL AUDIT COSTS

In 2021/22 Fenland District Council incurred the following fees relating to external audit and inspection:

	2021/22 £000	2020/21 £000
Fees payable with regard to external audit services carried out by the appointed auditor	80	65
Fees payable for the certification of grant claims and returns	18	15
Total Audit Costs	98	80

The final fees for external audit services and grant certification work undertaken in relation to the 2020-21 and 2019-20 financial year were agreed after the 2020-21 accounts had been published. The amounts disclosed in the 2021/22 column above include additional fees of £15,184 in respect of external audit services relating to 2020/21 and a reduction of £5,974 in respect of external services relating to the 2019/20 financial year. The total amount disclosed in respect of fees payable for the certification of grant claims includes £3,292 in respect of fees relating to the 2020/21 financial year which were confirmed after the 2020/21 financial statements had been published.

35. GRANT INCOME

The Council credited the following significant grants and contributions to the Comprehensive Income and Expenditure Statement in 2021/22:

	2021/22 £000	2020/21 Restated £000
Credited to Taxation and Non-Specific Grant Income		
Net Share of Business Rate Income	4,101	38
New Homes Bonus Grant	875	1,119
Capital Grants and Contributions	9,063	5,992
Business Rate Reliefs Funded by Government	2,639	4,806
Taxation Income Guarantee – Council Tax	0	2
Taxation Income Guarantee – NNDR	0	313
Lower Tier Services Grant	158	0
Government Income Compensation-Sales Fees and Charges	88	418
Covid-19 Non-Ring-Fenced Grant	634	1,794
Total	17,558	14,482
Credited to Services		
Housing Benefit Subsidy	20,384	21,358
Capital Grants and Contributions	3,551	1,174
Housing Benefits/Local Council Tax Support Admin	393	429
NNDR Cost of Collection	120	120
Homelessness Prevention	744	605
New Burdens Grant	98	262
Covid-19	1,977	6,468
Cambridgeshire Horizons	3,892	0
Other	768	1,460
Total	31,927	31,876

36. RELATED PARTIES

The Council is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Council. No material related party transaction balances remain outstanding at year end.

Central Government

Central Government has effective control over the general operations of the Council – it is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. Council Tax bills, housing benefits). Grants received from Government departments are set out in note 7 Expenditure and Income Analysed by Nature, to the core financial statements.

Members

A number of elected members are also members of Cambridgeshire County Council, Town and Parish Councils and have an interest in voluntary organisations that are grant aided by the Council.

Entities Controlled or Significantly Influenced by the Council

The Anglia Revenue Partnership (ARP) Joint Committee was set up to deliver the Housing Benefit, Council Tax and Business Rates service for Breckland Council and Forest Heath District Council. East Cambridgeshire District Council joined the partnership on 1 April 2007 and formally joined the Joint Committee in October 2010. St Edmundsbury Council joined the new Joint Committee on 1 April 2011. Waveney District Council, Fenland District Council and Suffolk Coastal joined the partnership on 1 April 2014. With effect from 1st April 2019, following the mergers of Forest Heath and St Edmundsbury Councils (to form West Suffolk) and Waveney and Suffolk Coastal Councils (East Suffolk), ARP now consists of 5 partner authorities. The five authorities hold equal voting rights but shares in costs and surpluses arising from the arrangement are based on an agreed share which is reviewed annually.

This Council's share for 2021/22 was 13.51%. This Council's share of partnership transactions and balances are included within the relevant lines within the accounts.

The Council established a wholly-owned subsidiary, trading as Fenland Future Limited, in June 2020. Arrangements exist whereby the Council provides services to Fenland Future Limited which enable Fenland Future Limited to undertake activities connected to its business plan and the Council's Commercial and Investment Strategy. During the 2021/22 financial year the Council has recognised income of £250,145 in respect of transactions between Fenland Future Limited and the Council. As at 31 March 2022 Fenland Future Limited owed the Council £253,070.

The Council did not owe any monies to Fenland Future Limited as at 31 March 2022. There is no expenditure recognised in the Council's accounts in respect of amounts paid to Fenland Future Limited.

37. CAPITAL EXPENDITURE AND CAPITAL FINANCING

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases), together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Council, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The CFR is analysed in the second part of this note.

	2021/22 £000	2020/21 £000
Opening Capital Financing Requirement	6,177	2,274
<i>Capital investment (as reported in notes 13-15)</i>		
Property, Plant and Equipment and Intangibles	3,192	1,688
Investment Properties	0	3,699
<i>Capital expenditure charged to Comprehensive Income and Expenditure Statement</i>		
Revenue Expenditure Funded from Capital under Statute	8,391	1,289
Private Sector Housing Loans	0	2
Sources of finance		
Capital receipts	(106)	(37)
Government grants and other contributions	(9,248)	(1,629)
Sums set aside from revenue:		
Direct revenue contributions	(584)	(760)
Minimum Revenue Provision (MRP)	(366)	(349)
Closing Capital Financing Requirement	7,456	6,177
Explanation of movements in year		
Capital Expenditure Funded from Internal Borrowing	1,645	4,252
MRP charge to Revenue	(366)	(349)
Increase/(decrease) in Capital Financing Requirement	1,279	3,903

38. LEASES

Council as Lessee

Finance Leases

The Council leases a number of vehicles under finance leases. The assets acquired under these leases are carried as Property, Plant and Equipment (Vehicles, Plant, Furniture and Equipment) in the Balance Sheet with a carrying value of £113,882 as at 31 March 2022 (31 March 2021: £273,801).

The Council is committed to making minimum payments under these leases comprising settlement of the long-term liability for the interest in the assets acquired by the Council and finance costs that will be payable by the Council in future years while the liability remains outstanding.

The minimum lease payments are made up of the following amounts:

	2021/22 £000	2020/21 £000
Finance lease liabilities (net present value of minimum lease payments):		
• current	83	137
• non –current	23	106
Finance costs payable in future years	4	12
Minimum lease payments	110	255

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

	Minimum Lease Payments		Finance Lease Liabilities	
	31 March 2022 £000	31 March 2021 £000	31 March 2022 £000	31 March 2021 £000
Not later than one year	86	145	83	137
Later than one year and not later than five years	24	110	23	106
Later Than 5 Years	0	0	0	0
	110	255	106	243

Operating Leases - Land and Buildings

The Council leases nine properties for homeless families.

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

	31 March 2022 £000	31 March 2021 £000
Not later than one year	32	52
Later than one year and not later than five years	0	0
	32	52

Lease payments for 2021/22 amounted to £51,953 (202/21: £51,225).

Council as Lessor

Operating Leases

The Council leases out land and property under operating leases for the purposes of provision of community (sports facilities) and economic development services. Additionally, the Council entered into a long-term lease with a commercial tenant during the 2020/21 financial year.

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

	31 March 2022 £000	31 March 2021 £000
Not later than one year	308	312
Later than one year and not later than five years	978	978
Later than five years	4,741	4,986
	6,027	6,276

39. DEFINED BENEFIT PENSION SCHEMES

(i) The Local Government Pension Scheme

Participation in pension scheme

As part of the terms and conditions of employment of its officers and other employees, the Council offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement. The Council participates in the following pension scheme:

- The Local Government Pension Scheme for civilian employees, administered by Cambridgeshire County Council – this is a funded defined benefit scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

Transactions Relating to Post-Employment Benefits

The Council recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against Council Tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The following transactions are charged across all service headings in the Net Cost of Services in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year.

	Local Government Pension Scheme	
Comprehensive Income and Expenditure Statement	2021/22 £000	2020/21 £000
<i>Cost of Services:</i>		
• Current service cost	4,624	2,963
• Past Service Cost (including curtailments)	57	0
• Effect of settlements	0	0
<i>Financing and Investment Income and Expenditure</i>		
• Interest income on scheme assets	(1,807)	(1,628)
• Interest cost on defined benefit obligation	3,163	2,775
<i>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</i>	6,037	4,110
<i>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</i>		
Remeasurement of the net defined benefit liability comprising:		
• Return on plan assets (excluding the amount included in the net interest expense)	(5,132)	(16,550)
• Actuarial gains and losses arising on changes in demographic assumptions	(735)	1,776
• Actuarial gains and losses arising on changes in financial assumptions	(11,026)	33,221
• Other	282	(1,243)
<i>Total Remeasurement (Gains)/Losses</i>	(16,611)	17,204
<i>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</i>	(10,574)	21,314
<i>Movement in Reserves Statement:</i>		
• Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code	(3,602)	(1,725)
Actual amount charged against General Fund Balance for pensions in the year:		
• Employers' contributions payable to scheme	1,539	4,259

Pension Assets and Liabilities Recognised in the Balance Sheet

	Local Government Pension Scheme	
	2021/22 £000	2020/21 £000
Present value of funded liabilities	(149,727)	(156,215)
Present value of unfunded liabilities	(1,072)	(1,162)
Fair value of plan assets	96,742	91,207
Net liability arising from defined benefit obligation	(54,057)	(66,170)

Reconciliation of the Movements in the Fair Value of Scheme (Plan) Assets

Local Government Pension Scheme		
	2021/22	2020/21
	£000	£000
Opening fair value of scheme assets	91,207	71,477
Effect of Settlements	0	0
Interest income	1,807	1,628
Remeasurement gain/(loss):		
• The return on plan assets, excluding the amount included in the net interest expense	5,132	16,550
Contributions from employer	1,539	4,259
Contributions from employees into the scheme	576	565
Benefits paid	(3,519)	(3,272)
Closing fair value of scheme assets	96,742	91,207

Reconciliation of Present Value of the Scheme Liabilities

Local Government Pension Scheme		
	2021/22	2020/21
	£000	£000
Opening balance at 1 April	(157,377)	(120,592)
Current service cost	(4,624)	(2,963)
Past service cost (including curtailments)	(57)	0
Effect of Settlements	0	0
Interest cost	(3,163)	(2,775)
Contributions from scheme participants	(576)	(565)
Re-measurement gains and (losses):		
• Actuarial gains/losses arising from changes in demographic assumptions	735	(1,776)
• Actuarial gains/losses arising from changes in financial assumptions	11,026	(33,221)
• Other experience	(282)	1,243
Benefits paid	3,519	3,272
Closing balance at 31 March	(150,799)	(157,377)

Local Government Pension Scheme assets comprised:

Fair Value of Scheme Assets								
Asset Category	Quoted prices in active markets £000	2021/22		% of Total Assets	Quoted prices in active markets £000	2020/21		% of Total Assets
		Quoted prices not in active markets £000	Total £000			Quoted prices not in active markets £000	Total £000	
Equity Securities:								
Consumer	0	0	0	0%	0	0	0	0%
Manufacturing	0	0	0	0%	0	0	0	0%
Energy and Utilities	0	0	0	0%	0	0	0	0%
Financial Institutions	0	0	0	0%	0	0	0	0%
Health and Care	0	0	0	0%	0	0	0	0%
Information and Technology	0	0	0	0%	0	0	0	0%
Debt Securities:								
UK Government	0	4,748	4,748	5%	0	3,677	3,677	4%
Private Equity:								
All	0	10,325	10,325	11%	0	8,481	8,481	9%
Real Estate:								
UK Property	0	6,794	6,794	7%	0	5,556	5,556	6%
Overseas Property	0	0	0	0%	0	1	1	0%
Investment Funds and Unit Trusts:								
Equities	0	55,775	55,775	58%	0	54,237	54,237	60%
Bonds	0	10,283	10,283	11%	0	10,083	10,083	11%
Infrastructure	0	7,687	7,687	8%	0	7,644	7,644	8%
Other	0	0	0	0%	0	0	0	0%
Derivatives:								
Other	0	196	196	0%	0	(1,078)	(1,078)	(1%)
Cash and Cash Equivalents:								
All	935	0	935	1%	2,503	0	2,503	3%
TOTALS	935	95,808	96,743	100%	2,503	88,601	91,106	100%

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. The County Council Fund's liabilities have been assessed by Hymans Robertson LLP, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2019.

The principal assumptions used by the actuary have been:

	Local Government Pension Scheme	
	2021/22	2020/21
<i>Longevity at 65 for current pensioners</i>		
Men	22.0 years	22.2 years
Women	24.2 years	24.4 years
<i>Longevity at 65 for future pensioners</i>		
Men	22.9 years	23.2 years
Women	26.0 years	26.2 years
Rate of increase in pensions	3.20%	2.85%
Rate of increase in salaries	3.70%	3.35%
Rate for discounting scheme liabilities	2.70%	2.00%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit cost method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in 2020/21.

Change in assumptions at 31 March 2022	Approximate % increase to Employer Liability	Approximate Monetary Amount £000
0.1% decrease in real discount rate	2%	3,015
1 year increase in member life expectancy	4%	6,032
0.1% increase in the salary increase rate	0%	284
0.1% increase in the pension increase rate	2%	2,708

Impact on the Council's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The County Council has arranged a strategy with the scheme's actuary to achieve an appropriate funding level over the period until 31 March 2023.

The latest triennial valuation has been completed as at 31 March 2019. The next triennial valuation is due as at 31 March 2022 and will be reported in the autumn of 2022.

The scheme has taken into account the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England 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 schemes to pay pensions and other benefits to certain public servants.

Allowances for full Guaranteed Minimum Pensions (GMP) indexation and for the potential impact of the McCloud judgement were included by the actuary in the closing balance sheet position as at 31 March 2020 and these have been rolled forward and included in the liabilities as at 31 March 2021 and 31 March 2022.

The liabilities show the underlying commitments that the Council has in the long run to pay post-employment (retirement) benefits. The total liability of £54.057m has a substantial impact on the net worth of the Council as recorded in the Balance Sheet. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy. The deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.

The Council anticipates paying £1.637m contributions to the scheme in 2022/23. In addition, an up-front payment of £2.687m was paid in April 2020 in respect of lump sums due for the 3-year period 2020/21 - 2022/23. This is reflected in the pension liability in the Balance Sheet in those years to take account of the up-front payment. The weighted average duration of the defined benefit obligation for scheme members is 22 years.

Further information relating to the Cambridgeshire County Council Pension Fund can be found in Cambridgeshire County Council's Pensions Fund Annual Report, which is available from the Chief Finance Officer, Local Government Shared Services, 1 Angel Square, Angel Street, Northampton, NN1 1ED.

40. CONTINGENT LIABILITIES

Material contingent liabilities are not recognised within the accounts as an item of expenditure or income but are required to be disclosed in a note to the financial statements.

Stock Transfer

As part of the stock transfer agreement completed on 5 November 2007, the Council gave Roddons HA (now Clarion) certain warranties in relation to transferring staff, property and environmental pollution. This is to ensure that there are no matters in connection with the land or property transferring that could cause the housing association financial or other loss. The Council has given warranties both to the association and separately to the association's funders. This is standard practice for all stock transfers. The duration of the various warranties in the contract are up to 30 years from completion.

The potential amounts the Council could be liable for under these warranties are unquantifiable. However, the risks associated with the warranties are considered low and therefore are not expected to have a material impact on the Council's accounts.

Pilots' National Pension Fund (PNPF)

In February 2018, the Council paid to the PNPF the amount due as a result of the Council triggering a Section 75 (of the Pensions Act 1995) debt whereby the Council ceased to employ any active members of the PNPF. Provision for this payment was made in the 2016/17 accounts. Following payment of this liability, the Council is not required to make

any further annual deficit payments to the PNPF and the Council no longer needs to recognise any liability to the PNPF in its Balance Sheet (the deficit was written out of the balance sheet in the 2016/17 accounts).

Although the Council has repaid its S75 debt liability, it will not be released as a Participating Body under PNPF rules. The PNPF has confirmed, however, that they have no present intention of making any additional contribution demands on the Council under PNPF rules.

The potential amounts the Council could be liable for in the future are unquantifiable and the risks associated with this obligation are considered low and therefore are not expected to have a material impact on the Council's accounts.

Pension Contingent Liabilities

Leisure Centres Management Contract

The Council has entered into a 15-year management contract for its leisure centres with Freedom Leisure Ltd. The contract began on 4 December 2018 and all staff involved in the operation of the centres have been TUPE transferred to Freedom Leisure. The Council has given certain guarantees in relation to the pension rights of the transferred staff for the duration of the contract.

The potential amounts the Council could be liable for under these guarantees are unquantifiable. However, the risks associated with the guarantees are considered low and therefore are not expected to have a material impact on the Council's accounts.

41. GOING CONCERN

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (the Code), which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector. The accounts have been prepared on the going concern basis. In carrying out its assessment that this basis is appropriate for the going concern period to 31 July 2023, management of the Council has undertaken forecasting of both income and expenditure, the expected impact on reserves, and cashflow forecasting. Our most recent year-end balances, as reported in these statements are as follows:

Date	General Fund	Earmarked reserves
31 March 2022	£2.000m	£12.339m

Based on current estimates our expected General Fund and Earmarked Reserve position has a predicted balance of £2.000 million and £10.532 million respectively as at 31 March 2023. The General Fund balance is forecast to remain at our target balance of £2 million. In addition, the Council has significant earmarked reserves as set out in the table. These reserves could be utilised if there was a short-term deterioration in the Council's financial health. Reserve balances are subject to regular review and where no longer required for their original purpose Cabinet can re-designate reserves as necessary. If the General Fund balance did fall below the minimum level set, that balance would be directly increased from Earmarked Reserves from the 1 April 2023.

Our cash flow forecasting and assessment of the adequacy of our liquidity position demonstrates positive cash balances throughout the going concern period, and no expectation of external borrowing other than to support the capital programme which is consistent with our plans and normal practice.

The key assumptions within this forecast included the achievement of savings of £192,000 as part of a corporate-wide transformation programme, a full years' worth of Management Fee being received from the Leisure Management contractor in 2022/23 following two years of pandemic related support from the Council and additional provision to recognise the continuing high demand for the homelessness and rough sleeper's service. The transformation work programme is ongoing, and Management's judgment is that the savings can be realised before the end of this financial year. We have, however, developed an alternative scenario whereby the savings are not achieved and/or additional costs relating to Leisure and homelessness are incurred. If these scenarios were to transpire, management's view is that the above projections would not be materially affected although some re-designation of uncommitted earmarked reserves might be required. Detailed cash-flow forecasting indicates that liquidity would be maintained in all conceivable scenarios.

On this basis, the Council has a reasonable expectation that it will have adequate resources to continue in operational existence throughout the going concern period maintaining the provision of its services. For this reason, alongside the statutory guidance, we continue to adopt the going concern basis in preparing these financial statements.

42. EVENTS AFTER THE BALANCE SHEET DATE

The Statement of Accounts was authorised for issue by the Chief Finance Officer on 28 July 2022. This is the date up to which events after the balance sheet have been considered. Management has assessed whether any events have occurred after the Balance Sheet date which might need to be disclosed as non-adjusting events within the notes to the financial statements. No such events have been identified.

THE COLLECTION FUND

Total 2020/21 £000		N o t e	Council Tax 2021/22 £000	NNDR 2021/22 £000	Total 2021/22 £000
INCOME					
58,536	Council Tax Receivable	2	62,474	0	62,474
871	S13A1C transfer from General Fund		32	0	32
17,377	Business Rates Receivable	3	0	26,777	26,777
76,784	Total Income		62,506	26,777	89,283
EXPENDITURE					
Precepts, Demands and Shares:					
12,289	Central Government		0	12,420	12,420
19,042	Fenland District Council		9,300	9,936	19,236
42,736	Cambridgeshire County Council		42,193	2,236	44,429
6,936	Cambs. Police & Crime Commissioner		7,463	0	7,463
2,395	Cambridgeshire Fire Authority		2,216	248	2,464
83,398			61,172	24,840	86,012
Apportionment of Previous Year Surplus / (Deficit):					
(389)	Central Government		0	(4,526)	(4,526)
(183)	Fenland District Council		(44)	(3,621)	(3,665)
478	Cambridgeshire County Council		(192)	(815)	(1,007)
93	Cambs. Police & Crime Commissioner		(33)	0	(33)
22	Cambridgeshire Fire Authority		(10)	(90)	(100)
21			(279)	(9,052)	(9,331)
Charges to Collection Fund:					
120	Cost of Collection Allowance		0	120	120
1,120	Increase in Bad Debts Provision	4	693	1,759	2,452
1,907	Increase/(Reduction) in Provision for Appeals	5	0	1,499	1,499
319	Renewable Energy Retention		0	1,715	1,715
3,466			693	5,093	5,786
86,885	Total Expenditure		61,586	20,881	82,467
10,101	(Surplus)/Deficit for the Year		(920)	(5,896)	(6,816)
COLLECTION FUND BALANCE					
371	(Surplus)/Deficit b/fwd at 1 April		295	10,177	10,472
10,101	(Surplus)/Deficit for the year (as above)		(920)	(5,896)	(6,816)
10,472	(Surplus)/Deficit c/fwd at 31 March	6	(625)	4,281	3,656

NOTES TO THE COLLECTION FUND ACCOUNTS

1. GENERAL

The Collection Fund is an agent's statement that reflects the statutory obligation of billing authorities to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers of Council Tax and National Non-Domestic Rates (NNDR) and its distribution to local government bodies and the Government.

2. COUNCIL TAXPAYERS

Council Tax income is derived from charges raised according to the value of residential properties, which have been classified into 8 valuation bands using estimated valuations as at 1 April 1991. Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire Fire Authority and the Council for the forthcoming year and dividing this figure by the Council Tax base of 30,143 in 2021/22 (2020/21: 29,815). The increase in Council Tax base in 2021/22 is a result of a combination of new builds and lower numbers of Council Tax Support claimants.

The Council Tax base is the total number of properties in each band adjusted by a proportion to convert the number to a Band D equivalent adjusted for discounts etc. This basic amount of tax for a Band D property (average of £2,029.40 for 2021/22 compared to £1,972.84 for 2020/21) is then multiplied by the proportion specified for the particular Band (after adjusting for individual Parish Council precepts) to give an individual amount due.

Council Tax bills were based on the following proportions for Bands A to H:

	Proportion of Band D Charge (ninths)	Equated no of Chargeable Dwellings
Band A	6	7,772
Band B	7	7,804
Band C	8	6,663
Band D	9	4,201
Band E	11	2,587
Band F	13	838
Band G	15	251
Band H	18	27
		<hr/> 30,143 <hr/>

Income receivable from Council Taxpayers in 2021/22 was £62.474m (£58.536m in 2020/21).

3. NATIONAL NON-DOMESTIC RATES (NNDR)

The Council collects NNDR for its area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform business rate set nationally by Central Government. In 2013/14, the administration of NNDR changed following the introduction of a business rates retention scheme, which aims to give Councils a greater incentive to grow businesses but also increases the financial risk due to volatility and non-collection of rates. Instead of paying NNDR to the central pool, local authorities retain a proportion of the total collectable rates due. In the case of Fenland, the local share is 40%. The remainder is distributed to Central Government (50%), Cambridgeshire County Council (9%) and Cambridgeshire Fire Authority (1%).

The business rates share payable for 2021/22 were estimated before the start of the financial year as £12.420m to Central Government, £2.236m to Cambridgeshire County Council, £0.248m to Cambridgeshire Fire Authority and £9.936m to Fenland District Council. These sums have been paid in 2021/22 and charged to the collection fund in year.

When the scheme was introduced, Central Government set a baseline level for each authority, identifying the expected level of retained business rates and a top-up or tariff amount to ensure that all authorities receive their baseline amount. Tariffs due from authorities and payable to Central Government are used to finance the top-ups to those authorities who do not achieve their targeted baseline funding. In this respect, Fenland paid a tariff to the government of £6.027m in 2021/22 (£6.027m in 2020/21) which is charged to the General Fund.

In addition to the local management of business rates, authorities are expected to finance appeals made in respect of rateable values as defined by VOA and hence business rates appeals outstanding as at 31 March 2022. As such, authorities are required to make a provision for these amounts. The total provision charged to the Collection Fund for 2021/22 has been calculated at £1.499m.

The lower NNDR income due in 2020/21 compared to 2021/22 is a result of the government's decision to provide 100% business rate relief in 2020/21 for all retail, leisure and hospitality properties and for all nursery education properties, as part of their response to assist businesses during the coronavirus pandemic. The total relief given in 2020/21 as a result of these specific measures was £8.603m which reduced the total NNDR income due by the same amount. In 2021/22 further reliefs were provided for these properties but at a reduced level. In addition, relief was available to those businesses affected by the pandemic but not able to access other government business rates support. Total relief given in 2021/22 as a result of these specific measures was £2.769m.

The government has reimbursed local authorities for their share of the additional relief given in 2021/22 through S31 Grant. This grant is credited to the revenue account in year, which has subsequently created a 'surplus' which has been carried forward to 2021/22, via use of an earmarked reserve, to off-set the increased deficit in the Collection Fund (see above statement and note 6 below), created by the reduced NNDR income in 2021/22.

Business Rates Pooling Arrangement 2021/22

The Council joined with the County Council, Peterborough City Council, Fire Authority, East Cambridgeshire and South Cambridgeshire District Councils became part of a pooling arrangement for business rates for the first time in 2020/21. This continued in 2021/22.

The benefit of being in a pool is that authorities will not be liable for levy payments to the government on their business rates growth. (The levy is set at 50% of the growth above the baseline level set by government). Instead, the combined levy payments of the pool are shared amongst the pooled authorities by a mutually agreed method. This is based on where the growth has originated from with an appropriate share allocated to the County Council and Fire Authority. The pool is administered by South Cambridgeshire District Council on behalf of the pooled authorities.

For 2021/22, the combined levy payments amounted to £6,726,124 (Fenland's levy was £619,757) and this Council's pool share was £359,646. The levy and pool share are charged to the revenue account and are not part of the Collection Fund.

The above pooling arrangements have continued into 2022/23.

4. PROVISION FOR NON-PAYMENT OF COUNCIL TAX AND NNDR

The Collection Fund account provides for bad debts on arrears on the basis of prior years' experience and current years collection rates.

Council Tax Bad Debts Provision

2020/21 £000		2021/22 £000
2,704	Balance at 1 April	3,465
(141)	Write-offs during year for previous years	(597)
902	Increase in provision during year	693
3,465	Balance at 31 March	3,561

The Council's proportion of this provision at 31 March 2022 is £521,173 (£526,699 at 31 March 2021).

Non- Domestic Rates Bad Debts Provision

2020/21 £000		2021/22 £000
1,177	Balance at 1 April	1,211
(184)	Write-offs during year for previous years	(243)
218	Increase in provision during year	1,759
1,211	Balance at 31 March	2,727

The Council's proportion of this provision at 31 March 2022 is £1,090,777 (£484,177 at 31 March 2021).

5. PROVISION FOR APPEALS – NON-DOMESTIC RATES

The Collection Fund account also provides for provision for appeals against rateable values set by the Valuation Office Agency (VOA) which has not been settled as at 31 March 2022.

2020/21 £000		2021/22 £000
4,177	Balance at 1 April	5,406
(678)	Write-offs during year for previous years	(1,221)
1,907	Increase/(Reduction) in provision during year	1,499
5,406	Balance at 31 March	5,684

The Council's proportion of this provision at 31 March 2022 is £2,273,567 (£2,162,395 at 31 March 2021).

6. DEFICIT/ (SURPLUS) ON COLLECTION FUND

Council Tax Collection Fund

The surplus of £625,442 at 31 March 2022 (£295,200 deficit at 31 March 2021), which related to Council Tax, will be reimbursed in subsequent financial years to Cambridgeshire County Council, Cambridgeshire Police and Fire Authorities and the Council in proportion to their shares of the total Council Tax raised.

This Council's share of the surplus, £88,790 is reported within the Collection Fund Adjustment Account.

The total Council Tax Collection Fund deficit/(surplus) is therefore shared as follows:

	31 March 2022 £000	31 March 2021 £000
Fenland District Council	(89)	49
Cambridgeshire County Council	(436)	203
Cambridgeshire Police & Crime Commissioner	(78)	32
Cambridgeshire Fire Authority	(22)	11
Total Deficit/(Surplus)	(625)	295

Non-Domestic Rates Collection Fund

The deficit of £4,281,018 at 31 March 2022 (deficit of £10,176,514 at 31 March 2021), which related to Business Rates, will be reimbursed in subsequent financial years by Cambridgeshire County Council, Cambridgeshire Fire Authority, Central Government and the Council in proportion to their shares of business rates income.

This Council's share of the deficit (£1,712,407) is reported within the Collection Fund Adjustment Account.

The total Non-Domestic Rates Collection Fund deficits are therefore shared as follows:

	31 March 2022	31 March 2021
	£000	£000
Fenland District Council	1,712	4,071
Cambridgeshire County Council	385	916
Cambridgeshire Fire Authority	43	102
Central Government	2,141	5,088
Total Deficit	4,281	10,177

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FENLAND DISTRICT COUNCIL

GLOSSARY OF TERMS

ACCOUNTING PERIOD

The period of time covered by the accounts, normally 12 months commencing on 1 April for local authorities.

ACCOUNTING POLICIES

Define the process whereby transactions and other events are reflected in financial statements.

ACCRUALS

Sums included in the final accounts to cover income or expenditure attributable to the accounting period but for which payment has not been made/received at the Balance Sheet date.

AMORTISATION

A measure of the consumption of the value of intangible assets, based on the remaining economic life.

BAD DEBT

Debts whose repayment is known to be impossible or unlikely.

BUDGET

A statement defining the Council's policies over a specified period of time in terms of finance.

BILLING AUTHORITY

A local authority responsible for collecting the Council Tax and non-domestic rates i.e. District Councils, Metropolitan Districts, London Boroughs, the City of London and Unitary Councils.

CAPITAL CHARGES

Charges made to service revenue accounts based on the value of the assets they use and comprises depreciation over the useful life of the asset.

CAPITAL EXPENDITURE

Expenditure on new assets such as land and buildings, or on enhancements to existing assets which significantly prolong their useful life or increase their value.

CAPITAL FINANCING COSTS

The annual cost of borrowing (principal repayments and interest charges), leasing charges and other costs of funding capital expenditure.

CAPITAL RECEIPTS

The proceeds from the disposal of land or other assets.

COLLECTION FUND

Accounts required to be kept by the Council to record all income collected from local taxpayers, showing how this is passed on to other local authorities and Government organisations.

COMMUNITY ASSETS

Assets that the Council intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples are parks and historic buildings.

CONTINGENT LIABILITIES

Potential liabilities which are either dependant on a future event or cannot be readily estimated.

CREDITORS

Amounts owed by the Council at 31 March for goods received or services rendered but not yet paid for.

CURRENT ASSETS

Assets which can be expected to be consumed or realised during the next accounting period.

CURRENT LIABILITIES

Amounts which will become due or could be called upon during the next accounting period.

DEBT MANAGEMENT OFFICE

An Executive Agency of Her Majesty's Treasury responsible for debt and cash management for the UK Government including lending to local authorities.

DEBTORS

Amounts owed by the Council which are collectable or outstanding at 31 March.

DEPRECIATION

A notional charge representing the extent to which an asset has been worn out or used up during the year.

DERECOGNITION

The term used for the removal of an asset or liability from the Balance Sheet.

EFFECTIVE RATE OF INTEREST

The rate of interest that will discount the estimated cash flows over the life of a financial instrument to the amount in the Balance Sheet at initial measurement.

FAIR VALUE

The amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

FINANCE LEASE

A lease that transfers substantially all of the risks and rewards of ownership of a non-current asset to the lessee.

FINANCIAL ASSET

A right to future economic benefits controlled by the Council. Examples include bank deposits, investments, trade debtors and loans receivable.

FINANCIAL LIABILITY

An obligation to transfer economic benefits controlled by the Council. Examples include borrowings, financial guarantees and amounts owed to trade creditors.

FINANCIAL INSTRUMENT

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another.

GENERAL FUND

The main revenue fund of the Council. Day to day spending on services is met from the fund.

HERITAGE ASSETS

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

GOVERNMENT GRANTS

Payments by central Government towards Council expenditure. They may be specific, for example Housing Benefit subsidy, or general such as Revenue Support Grant.

IMPAIRMENT

The term used where the estimated recoverable amount from an asset is less than the amortised cost at which the asset is being carried on the Balance Sheet.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

A reference to the accounting treatments that companies globally would generally be expected to apply in the preparation of their financial statements.

MINIMUM REVENUE PROVISION

The minimum amount which must be charged to the Council's revenue account each year and set aside for debt repayment as required by the Local Government and Housing Act 1989.

NON-CURRENT ASSETS

Assets which can be expected to be of use or benefit the Council in providing service for more than one accounting period.

OPERATING LEASES

A lease under which the ownership of the asset remains with the lessor; for practical purposes it is equivalent to contract hiring.

OUTTURN

Refers to actual income and expenditure or balances as opposed to budget amounts.

PRECEPT

The levy made on a billing authority by a Precepting Authority, requiring collection of income from Council's Taxpayers on their behalf.

PRECEPTING AUTHORITIES

Those authorities which are not Billing Authorities i.e. do not collect Council Tax and non-domestic rate. County Council are "major precepting authorities" and parish, community and Town Councils are "local precepting authorities".

PROVISIONS AND RESERVES

Amounts set aside in one year to cover expenditure in the future. Provisions are for liabilities or losses which are likely or certain to be incurred but the amounts or the dates on which they arise are uncertain. Reserves are amounts set aside which do not fall within the definition of provisions and include general reserves (or “balances”) which every authority must maintain as a matter of prudence.

PUBLIC WORKS LOAN BOARD

A central Government agency which provides long and short term loans to local authorities at interest rates only slightly higher than those at which the Government itself can borrow.

REVENUE EXPENDITURE

Spending on day to day items including employees’ pay, premises costs and supplies and services.

REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE

Expenditure which legislation allows to be classified as capital for funding purposes when it does not result in the expenditure being carried on the Balance Sheet as a fixed asset. The purpose of this is to enable it to be funded from capital resources rather than be charged to the General Fund and impact on that year’s Council Tax.

REVENUE SUPPORT GRANT


A grant paid by central Government in aid of Council’s services.

THE CODE

The Code of Practice on Local Authority Accounting in the United Kingdom. This specifies the principals and practices of accounting required to give a ‘true and fair’ view of the financial position and transactions of a local authority.

ABBREVIATIONS USED IN THE ACCOUNTS

ARP	Anglia Revenue Partnerships
CFR	Capital Financing Requirement
CIPFA	Chartered Institute of Public Finance and Accountancy
CSE	Customer Service Excellence
DWP	Department for Work and Pensions
FDC-CSR	Fenland District Council Comprehensive Spending Review
HMOs	Houses in Multiple Occupations
IFRS	International Financial Reporting Standard
IMD	Index of Multiple Deprivations
LEP	Local Enterprise Partnership
MRP	Minimum Revenue Provision
MTFF	Medium Term Financial Forecast
NNDR	National Non-domestic Rates
PNPF	Pilots' National Pension Fund
PWLB	Public Works Loan Board
LGA	Local Government Association
LGPS	Local Government Pension Scheme
IAS	International Accounting Standards

Agenda Item No:	7	
Committee:	AUDIT AND RISK MANAGEMENT	
Date:	19 September 2022	
Report Title:	Annual Governance Statement 2021/22	

1 Purpose / Summary

- 1.1 Regulation 6(1) of the Accounts and Audit Regulations 2015, require the Council to conduct an annual review of the effectiveness of its system of internal control and publish an Annual Governance Statement (AGS). The CIPFA Finance Advisory Network has issued detailed practical guidance for meeting the requirements of the Accounts and Audit Regulations.

2 Key issues

- 2.1 The Accounts and Audit Regulations have been updated to bring them closer to corporate governance requirements in the private sector, and elsewhere in the public sector. The latest version applies to the financial year beginning on 1st April 2016. Within the regulations, there is still a requirement to produce an AGS which should be approved in advance of the statement of accounts. The AGS should be prepared in accordance with proper practices, which reflects the approach already adopted by this Council.
- 2.2 The principles of good governance contained within the CIPFA Guidance on Delivering Good Governance (2016 Edition) have been reflected in the AGS. The guidance outlines the following principles for achieving good governance;
- Behaving with integrity,
 - Demonstrating a strong commitment to ethical values and respecting the rule of law;
 - Ensuring openness and comprehensive stakeholder engagement.
 - Defining outcomes in terms of sustainable economic, social and environmental benefits;
 - Determining the interventions necessary to achieve the intended outcomes;
 - Developing the entities capacity;
 - Managing risks and performance through robust internal control and strong public financial management and
 - Implementing good practices in transparency, reporting and audit to deliver effective accountability.
- 2.3 The Corporate Governance Committee approved a Local Code of Governance for the Council (minute CG22/06). This sets out the Policy within which a framework for governance of the Council is monitored.
- 2.4 Each year a statement is produced which assesses compliance of the Council's actual governance arrangements with the themes within the Local Code of Governance. This statement is commonly referred to as the Annual Governance Statement, which itself

includes “Governance Issues” arising in the year to which it refers and an action plan to address those issues.

- 2.5 An Annual Governance Statement has been produced for the year 2021/22. This summarises the position for the year in respect of governance and internal control, and again highlights any “Governance Issues”.
- 2.6 The statement is signed by the Chief Executive, Chief Finance Officer and Leader of the Council as further assurance of the standard of governance that has been achieved by the Council. The statement must accompany the Council’s financial statements.

3 Recommendations

The Committee considers the content of the Annual Governance Statement and approves its content for inclusion in the Council’s published statement of accounts 2020/21.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	N/A
Report Originator(s)	Peter Catchpole – Corporate Director & Chief Finance Officer Katherine Woodward – Audit Manager Mark Saunders – Chief Accountant Neil Krajewski – Deputy Chief Accountant Amy Brown – Head of Governance and Legal Services
Contact Officer(s)	Peter Catchpole – Corporate Director & Chief Finance Officer Katherine Woodward – Audit Manager Mark Saunders – Chief Accountant Neil Krajewski – Deputy Chief Accountant Amy Brown – Head of Governance and Legal Services
Background Paper(s)	CIPFA Delivering Good Governance in Local Government CIPFA Addendum to Good Governance in Local Government CIPFA Code of Practice for Internal Audit Accounts and Audit Regulations 2015 FDC Local Code of Governance

FENLAND DISTRICT COUNCIL

DRAFT 2021-22 ANNUAL GOVERNANCE STATEMENT

1. **Scope of responsibility**

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

In discharging this overall responsibility, Fenland District Council is responsible for putting in place proper arrangements for the governance of its affairs, and for ensuring that there is a sound system of internal control which facilitates the effective exercise of its functions, and which includes arrangements for the management of risk.

Fenland District Council has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. A copy of the code is on our website at www.fenland.gov.uk or can be obtained from the Chief Finance Officer. This statement explains how Fenland District Council has complied with the code and also meets the requirements of regulation 6 (1) of the Accounts and Audit Regulations 2015 in relation to the publication of an annual governance statement.

2. **Definition of Corporate Governance**

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

Good Governance in the public sector means “achieving the intended outcomes while acting in the public interest at all times.

In undertaking all council work, and exercising community leadership responsibilities, the Council will have regard for the four principles of good corporate governance.

- Openness
- Inclusivity
- Integrity
- Accountability

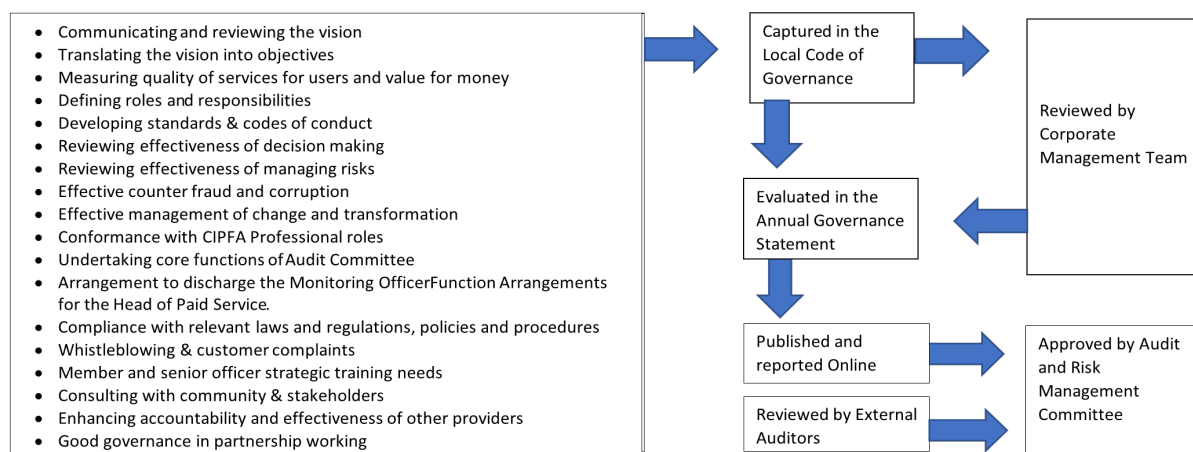
3. The governance framework

Our governance framework comprises 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, and management processes.

The Council has a responsibility for ensuring a sound system of governance to meet statutory requirements requiring public authorities to adhere to proper practices in reviewing the effectiveness of their system of internal control and preparing an annual governance statement. This governance statement meets that requirement and sets out brief details of the arrangements that the Council has in place regarding the key systems and processes comprising the Council's governance framework, which incorporates the Local Code of Governance adopted by the Council covering six themes, underpinned by the supporting principles contained within the "CIPFA/SOLACE Framework for delivering good governance in Local Government (2016 Edition)".

Elements of the framework

The key elements of the systems and processes that comprise the authority's governance arrangements are as follows:



The governance framework for 2021/22 supports the Council aims and objectives, which are published on our website in the Business Plan. The vision states:

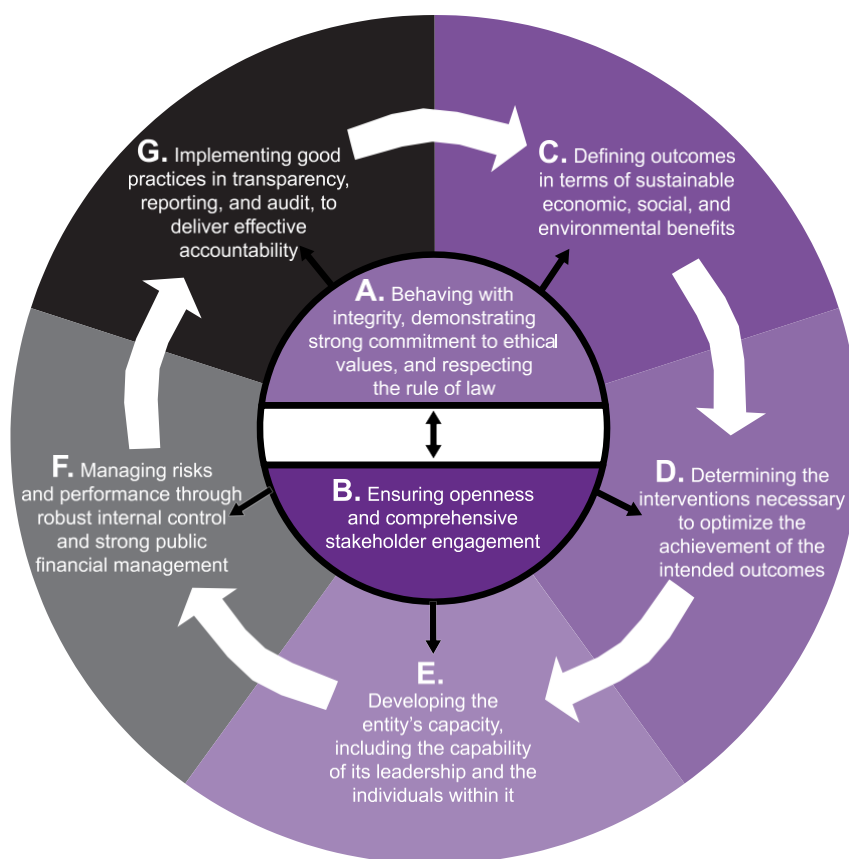
"The outcomes we focus on, the actions we'll deliver through working collaboratively with our partners and communities are what change people's lives for the better and for the long-term. They help to improve opportunities for everyone and make Fenland an even better place to live, work and raise a family."

The Business Plan sets out our Priority Areas with specific and measurable actions. Performance against the Business Plan is published in the Annual report and is available on the website.

Local Code of Governance

We are responsible for ensuring that there is a sound system of governance which incorporates the systems of internal control.

The governance framework is recorded in our Local Code of Governance, which is underpinned by the 7 principles of good governance as set out in CIPFA / SOLACE publication 'Delivering Good Governance in Local Government Framework 2016'. The principles are:



Roles and Responsibilities

Governance Structures	Roles and Responsibilities
Council	The Council agrees the budget and policy framework, such as the Business Plan, Medium Term Financial Strategy, including the General Fund Budget and Council Tax levels and the Commercial and Investment Strategy. Further details are published on our website.
Cabinet	The Cabinet is the Council's principal decision-making body, charged with implementing the budget and policy framework agreed by the Council. Further details are published on our website.
Corporate Management Team	<p>The management team structure includes a corporate management team of a Chief Executive, Directors and Assistant Directors and is supported by an operational Management Team. Both teams consider policy formulation and future planning.</p> <p>There is currently a vacant Corporate Director role and a Corporate Director on maternity leave. For 2021/22 these roles have been covered by the interim appointment of Assistant Directors</p>
Audit and Risk Management Committee	<p>The Audit and Risk Management Committee plays a vital role in overseeing and promoting good governance, ensuring accountability, and reviewing how things are done. It provides an assurance role to the council by examining areas such as audit, risk, internal control, anti-fraud, and financial accountability.</p> <p>The Committee exists to challenge the way things are being done, making sure the right processes are in place. It works closely with Internal Audit and senior management to continually improve the governance, risk, and control environment. Meeting details and minutes are published on the website.</p>
Conduct Committee	The Conduct Committee is in place to promote and maintain high standards of conduct by all members. It reviews formal complaints, ensures compliance with requirements for ethical standards, provides advice on conduct matters and maintains a framework for identifying and implementing new legislative requirements upon the Council.
Overview and Scrutiny Committee	The Overview and Scrutiny committee monitors the performance of the Leader and Cabinet and scrutinises services and policies throughout the district. This may be services directly provided by the Council or services provided through partnership working arrangements and makes recommendations for improvement. Meeting details and minutes are published on the website.

Other Review and Assurance Mechanisms

Management have helped to review the Local Code of Governance, and also inform the Annual Governance Statement. In addition, assurances can be provided from other sources, as detailed below:

Head of Internal Audit Opinion

The Head of Internal Audit provides an independent opinion on the overall adequacy of the effectiveness of the Council's governance, risk and control arrangements and the extent to which the Council can rely on it. This has been considered in the development of the Annual Governance Statement.

The Internal Audit Annual Report was presented to the Audit and Risk Management Committee in July 2022. This report outlined the key findings of the audit work undertaken during 2021/22 and other sources of assurance that were used to support the Annual Audit opinion, including any areas of significant weakness in the control environment.

From the audit reviews undertaken, no areas were identified where it was considered that, if the risks highlighted materialised, would have a major impact on the organisation as a whole. In each instance where it has been identified that the control environment was not strong enough or was not complied with sufficiently to prevent risks to the organisation, recommendations have been issued to further improve the system of internal control and compliance. The implementation of the actions is followed up by Internal Audit and is reported to the Audit and Risk Management Committee.

It is the opinion of the Head of Internal Audit that, taking into account all available evidence, adequate assurance can be given over the adequacy and effectiveness of the Council's overall internal control risk and governance arrangements during the financial year 2021/22.

External Audit

The externally appointed auditors, Ernst & Young, issued their annual governance report in November 2021 which provided an unqualified opinion on the 2020/21 statement of accounts and the Council's arrangements to secure economy, efficiency, and effectiveness in its use of resources. The report praised the management and staff of the Council, and reflected positively on the co-operation, quality of working papers and timeliness of provision of information.

The Council continues to demonstrate compliance against the Customer Service Excellence standard, the UK Government's national standard for excellence in customer service. The standard demonstrates our culture and behaviours, and that we engage with customers and partners, and deliver effective use of resources.

4. Review of effectiveness

Fenland District Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Corporate Management Team and Management within the authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

As well as the annual review, the governance and control frameworks are maintained and reviewed by a series of comprehensive processes throughout the year. The following actions and processes have been applied in maintaining and reviewing the effectiveness of the system of internal control over the last twelve months:

Principle	Review of effectiveness for the 21/22 Financial Year	Further Improvements
<p>A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law.</p>	<ul style="list-style-type: none"> • Codes of Conduct for Council Members, with revised guidance procedures in place. All members are required to sign and registration of interest with 28 days of acceptance of office and all Council meetings require a declaration of interest to be disclosed. • Staff codes of conduct, capability and disciplinary procedures, anti-fraud and corruption policies, Whistleblowing policy, Values statement, and competency framework. • Up to date register of gifts and hospitality • Complaints policy • The constitution, including terms of reference for committees. • Compliance with CIPFA's statement on the role of the Chief Finance Officer • Monitoring officer provision • Recording of legal advice provided • Statutory guidance is followed <p>The Overview and Scrutiny Panel established a Task and Finish group to undertake a comprehensive review of the Council Complaints policy and Performance framework which is ongoing</p>	<ul style="list-style-type: none"> • The Council must be prepared to address any impacts that may arise as a result of changes in regulation, legislative powers, and national policy such as: <p>Reforms to New Homes Bonus, Business Rates and the Fairer Funding Review. Comprehensive Spending Review. Department for Environment, Food and Rural Affairs' consultation on Household and Business Recycling collections</p>
<p>B. Ensuring openness and comprehensive stakeholder engagement.</p>	<ul style="list-style-type: none"> • Demonstrating the Council's commitment to openness through documenting and communicating the Council's Business Plan for 2021/22, the Annual report for 2020/21, Council Tax Support scheme for 2021/22, Medium Term Financial Strategy 201/22 – 2025/26, Fees and Charges 2021/22 and the Capital Programme 2021/22. <p>All of these documents are available on the Council's website along with Freedom of information scheme, Transparency data and minutes of all decision-making committees and decision notices.</p> <ul style="list-style-type: none"> • The Council has a consultation strategy and a communications strategy and uses channels such as the website and community hubs to consult on activities relevant to the community including planning, licensing, policy, and development. 	
<p>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.</p>	<ul style="list-style-type: none"> • The Corporate Planning Framework of the Council ensures the delivery of services and projects to improve quality of life for Fenland residents. Partners, through the Fenland Strategic Partnership, meet and establish priorities for delivery to address the statutory duty of promoting the well-being of the district. 	

	<ul style="list-style-type: none"> • The Council, through its Business Plan establishes its objectives by consultation with its key partners and the public as well as with reference to statutory duties, local needs, and national priorities. The Business Plan communicates the Council's vision of its purpose and intended outcomes for citizens and service users. • The Business Plan has corporate priorities which are then cascaded down to team priorities. Achievement of corporate priorities is monitored regularly via the performance monitoring framework and monitoring reports to Portfolio Holders, the Overview and Scrutiny Committee and Full Council. Progress against intended outcomes is reported in the Council's Annual Report • Service quality is measured via customer communication channels and by measurement of performance indicators • The Council also approved the Economic Growth Strategy Refresh for 2022-2025 • The Council is currently reviewing its Local Plan due for consultation later in 2022/23. 	
D. Determining the interventions necessary to optimise the achievement of the intended outcomes.	<ul style="list-style-type: none"> • Although in a healthy financial position, the Council still faces continuing financial challenges over the medium term, resulting from changes to central government funding. The Medium Term Financial Strategy presented to Council in February 2022 highlighted the need for further savings of 973k up to 2026/27. • The development of the Commercial and Investment Strategy has the potential to generate additional significant returns over the medium term, through the trading company Fenland Future Ltd (FFL). • Cabinet also considered reports and proposals regarding the council Transformation programme to ensure continued achievement of outcomes through the efficient use of resources and improvements to service delivery. 	<ul style="list-style-type: none"> • The Chief Finance Officer, with the Chief Executive will review the impact of change upon the Council in conjunction with the Leader and Finance Portfolio Holder and the Cabinet. • The Council's Transformation programme has placed the Council in a good position financially however, we will continue to look for more ways to become efficient and effective through looking at different service delivery models.
E. Developing the authority's capacity, including the capability of its leadership and	<ul style="list-style-type: none"> • There is currently a vacant Corporate Director role and a Corporate Director on maternity leave. For 2021/22 these roles have been covered by the interim appointment of Assistant Directors to ensure sufficient capacity within the organisation. 	

<p>individuals within it.</p>	<ul style="list-style-type: none"> • The Human Resource team lead on the development of the workforce planning and organisational development and training plan, supported by annual service planning. • The council has a clear scheme of delegation contained within the standing orders and financial regulations which are reviewed by the Monitoring officer to ensure compliance. • Staff and members have access to induction programmes and training courses to support and develop their roles, which also include personal development plans that are reviewed at least annually. • The Council has approved practices and protocols for the management and processing of data ensuring that training is routinely updated to reflect current and evolving requirements. • Both the Leader and the Chief Executive have clearly defined and distinctive leadership roles, who provide a check and balance for each other responsibility and have established an effective relationship to maintain effective communication. 	
<p>F. Managing risks and performance through robust internal control and strong financial management</p>	<ul style="list-style-type: none"> • Cabinet and the Audit and Risk Committee considered the 2020/21 financial statements and the Council's corporate objectives, performance indicators and Strategic Risk Register • The Council has a Risk Management Strategy that has enabled the monitoring of risk within projects, Service Plans, performance management, financial planning, policy setting and decision making. The Council has a balanced risk appetite that allows new ideas to be explored and encourages innovation. The Risk Management Framework enables risks to be escalated to an appropriate authority in the organisation to be managed. The Risk Management Strategy is reviewed annually by Audit and Risk Management Committee. The Council has a Risk Management Group who are responsible for highlighting, assessing risks and applying a Red, Amber, Green (RAG) status to risks for consideration by the Corporate Management Team and ultimately by the Audit and Risk Management Committee. • The Council has a Port Marine Safety Code to manage potential major risks related to Marine Services. It is linked to the Council's Business Continuity Plan as referenced above and is also regularly updated. A Port Management Group is responsible for monitoring and managing safety issues and a Duty Holder and Designated Person is appointed to review the safety management system and associated risks. 	<ul style="list-style-type: none"> • The Council has a Code of Procurement and Procurement Strategy which reflects current national practice. This is kept under regular review with significant changes expected in 2023 when a fuller and more detailed review will be performed before reporting the outcome formally to members for approval.

	<ul style="list-style-type: none"> • The Councils Overview and Scrutiny Committee received performance reports on Covid 19 response, Shared Planning Service, Anglia Revenues Partnership, Freedom Leisure, Customer Complaints (3c's) process and Corporate Priorities of Communities, Environment and Transformation and communications. They also welcomed partnership updates from Clarion Housing, Community Safety Partnership, Wisbech Rail update, The Combined Authorities Growth Programme and Anglian Water on flood defence infrastructure. • The Audit and Risk Management Committee received various reports from the Council Internal Audit Manager and External Auditors regarding audit planning and annual reports including overall systems of internal control and audits of financial systems. • The Audit and Risk management Committee adopted new terms of reference in 2020/21 and produce an annual report demonstrating compliance with best practice guidance. 	
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.	<ul style="list-style-type: none"> • The Council received an unqualified opinion on the Statement of Accounts for 2020/21. The accounts were approved in November 2021, which was slightly later than planned but accepted due to the national delays in completing external audit work. • As part of the Councils transformation programme, more forms have become available on the website and an increase in use has demonstrated the success of this project. • The Annual report has been refreshed and is now more readable and understandable to our stakeholders. This report includes information on performance, value for money and the stewardship of resources. • The Annual Governance Statement is discussed and owned by the Council's Management Team and is discussed with both officers and members periodically throughout the year. • The Council has an effective Internal Audit function that provides assurance and makes recommendations to improve performance. The function conforms with the CIPFA statement on the Role of the Head of Internal Audit and the Public Sector Internal Audit Standards. • The Council has approved the Public Sector Audit Appointments Ltd to appoint external auditors on our behalf for 2023/24 onwards. 	

5. Conclusion

Having completed the processes set out above to review the effectiveness of the Council’s governance framework, we are satisfied that we have sufficient assurance regarding the effectiveness of the framework in place and the governance issues identified are as set out above. We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:

Peter Catchpole
Corporate Director and Chief Finance Officer

Signed:

Paul Medd
Chief Executive

Signed:

Councillor Chris Boden
Leader, Fenland District Council

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Agenda Item No:	8	
Committee:	Audit and Risk Management Committee	
Date:	26th September 2022	
Report Title:	Corporate Risk Register Review	

1 Purpose / Summary

- 1.1 To provide an update to the Audit and Risk Management Committee on the Council's Corporate Risk Register.

2 Key Issues

- 2.1 The Council's Risk Management Strategy ensures the effective maintenance of a risk management framework by:-
- embedding risk management across core management functions;
 - providing tools to identify and respond to internal and external risk;
 - linking risks to objectives within services and regularly reviewing these.
- 2.2 The Audit and Risk Management Committee has asked that the Council's Corporate Risk Register is reviewed and presented to it quarterly.
- 2.3 The latest Corporate Risk Register (**Appendix A**) is attached to this report.

3 Recommendations

- 3.1 The latest Corporate Risk Register is agreed as attached at Appendix A to this report.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	Cllr Chris Boden – Leader and Portfolio Holder for Corporate Governance
Report Originator(s)	Stephen Beacher – Head of ICT, Digital & Resilience
Contact Officer(s)	Paul Medd – Chief Executive Peter Catchpole –Corporate Director & Chief Finance Officer Stephen Beacher – Head of ICT, Digital & Resilience
Background Paper(s)	Previous reviews of the Corporate Risk Register: minutes of Audit and Risk Management Committee

1 Background / Introduction

- 1.1 This is the latest quarterly update in respect of the Corporate Risk register.

2 Considerations

- 2.1 The Council has seven considerations when considering risk:-
- Performance – can we still achieve our objectives?
 - Service delivery – will this be disrupted and how do we ensure it continues?
 - Injury – how do we avoid injuries and harm?
 - Reputation - how is the Council's reputation protected?
 - Environment – how do we avoid and minimise damage to it?
 - Financial – how do we avoid losing money?
 - Legal – how do we reduce the risk of litigation?
- 2.2 Members and Officers share responsibility for managing risk:-
- Members - have regard for risk in making decisions
 - Audit and Risk Management Committee – oversee management of risk
 - Corporate Management Team – maintain strategic risk management framework
 - Risk Management Group – Lead Officers across the Council promote risk management and a consistent approach to it
 - Managers – identify and mitigate new risks, ensure teams manage risk
 - All staff – manage risk in their jobs and work safely.
- 2.3 Risk is scored by impact and likelihood. Each have a score of 1-5 reflecting severity. The overall score then generates a risk score if no action is taken, together with a residual risk score after mitigating action is taken to reduce risk to an acceptable level.
- 2.4 The level of risk the Council deems acceptable is the “risk appetite”. The Council accepts a “medium risk appetite” in that it accepts some risks are inevitable and acceptable whereas others may not be acceptable.
- 2.5 Managers consider risks as part of the annual service planning process. Each service has a risk register with the highest risks being reported at a strategic level, forming the Corporate Risk Register. The Corporate Management Team, supported by the Risk Management Group, ensures that the highest risks are regularly reviewed and mitigating action undertaken.
- 2.6 The Corporate Risk Register is very much a “living document”; the Audit and Risk Management Committee reviews it quarterly.
- 2.7 Where exceptional new risks present themselves, they can be referred to Audit and Risk Management Committee urgently as appropriate.

- 2.8 Risk appetite has been considered. The Council takes a medium risk appetite, accepting that the current climate in Local Government is subject to great change and that some risks are necessary in order for the Council to move forward and continue to deliver high quality, cost-effective services.

As a result of this, in some instances it is not possible to significantly reduce residual risk. Having said this, some decisions may need to be made in a timely manner and this could increase risk appetite accordingly. The Council's overall risk appetite should be reviewed regularly.

- 2.9 Risk awareness is embedded across the Council and it is important that risk awareness and management is integral to the Council's culture. To achieve this, risk awareness and training are important.
- 2.10 It is important that Members have regard for risk when considering matters and making decisions at Council, Cabinet and Committees. In addition, Audit and Risk Management Committee must take a strategic overview of risk and consider the highest risks to the Council as set out in the Corporate Risk Register.

3 Changes to the Corporate Risk Register

- 3.1 The Risk Register has been reviewed by the Corporate Risk Management Group and Corporate Management Team, with all recommended changes highlighted in green. Additional actions taken to mitigate the impact of the Covid-19 pandemic situation have been incorporated into the Risk Register.
- 3.2 Mitigating actions and progress have been updated.
- 3.3 Commentary regarding all risks and action being taken to ensure current risks are minimised has been updated in the Risk Register.
- 3.4 All updates are highlighted in green.
- 3.5 The register also includes some narrative around the Risk Management Process (at section 2); the Monitoring and Escalation Framework (at section 4); the Risk Appetite and tolerance levels; and a heat map showing all the residual risks at page 28.

4 Next Steps

- 4.1 Officers will continue to bring a reviewed and updated Corporate Risk Register to Audit and Risk Management Committee on a regular basis.

5 Conclusions

- 5.1 The risk management process provides assurance for the Annual Governance Statement, which is substantiated by reports from the Council's External Auditors in their issuance of an unqualified audit opinion.
- 5.2 Regular review (and updating as appropriate) of the Risk Management Strategy and Corporate Risk Register will further build the assurance required above.

Corporate Risk Register

Reviewed and updated September 2022

1 Introduction

- 1.1 This is the latest Corporate Risk Register. Please refer to the Council's Corporate Risk Strategy for further information about how the Council approaches risk management. Actions and comments for each risk have been revised and other changes are highlighted in green.

2 Risk Management Process

- 2.1 Risk Management is designed to identify what could affect the achievement of objectives, and to plan a proportionate response.
- 2.2 The Council's approach to Risk Management is documented within the Risk Management Framework. It aims to ensure that risks are identified for both strategic and operational activity. This includes:
- corporate and service priorities;
 - project management;
 - decision-making and policy setting; and
 - financial and performance monitoring and planning.
- 2.3 The Risk Management Framework provides tools to manage risks for the different types of system and control environment; such as the Corporate Risk Register to capture and summarise significant and strategic risks; team risk registers which help inform service planning and actions; risk and hazard identification documents are shared with management as appropriate during audit reviews; and health and safety risk assessments which are updated annually by teams.
- 2.4 The frequency and mechanism for monitoring risks reflects the type of monitoring system, and the pace of changing circumstances, for example:
- Project risks will be recorded in project risk registers, and are reviewed frequently throughout the projects life.
 - Operational risks are identified through audit and inspection work, and are assigned dates and ownership.
 - Operational risks are identified through service planning and are linked to the service plan actions. These are typically monitored monthly through team meetings as part of the Councils Performance Management framework.
- 2.5 The Annual Governance Statement records governance actions, which are reviewed biannually as good practice. The Corporate Risk Register comprises strategic and significant risks. The register can both inform and reflect risks recorded in other risk management systems. It may refer to more detailed analysis of risks, presented to committees, such as the Medium Term Financial Strategy. Appropriately, mitigation may be linked to specific actions recorded and monitored through service plans, or committee forward plans.
- 2.6 Risks are categorised, and scored according to their impact and likelihood. This activity allows managers, to prioritise resources to mitigate them. Strategic and significant risks are defined by the Councils risk appetite.
- 2.7 The outcomes of this process are reported to the Audit and Risk Management Committee at least twice each year in the form of the attached Corporate Risk Register.
- 2.8 The review of the Risk Management Framework, Policy and Strategy, will be reported to the Audit and Risk Management Committee at least annually. The Risk Management process, and register, will provide assurance for the Annual Governance Statement.

3. How Risks Are Scored

- 3.1 The Council has adopted a consistent scoring mechanism for all risk identification, as it enables risks identified from other systems to be escalated to the Corporate Risk Register.
- 3.2 The probability - “likelihood”, and effect - “impact”, of each risk must be identified in order to help assess the significance of the risk and the subsequent effort put into managing it.
- 3.3 The risk score is calculated by multiplying the impact score by the likelihood score:

IMPACT	
Score	Classification
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic



LIKELIHOOD	
Score	Classification
1	Highly unlikely
2	Unlikely
3	Possible
4	Probable
5	Very likely

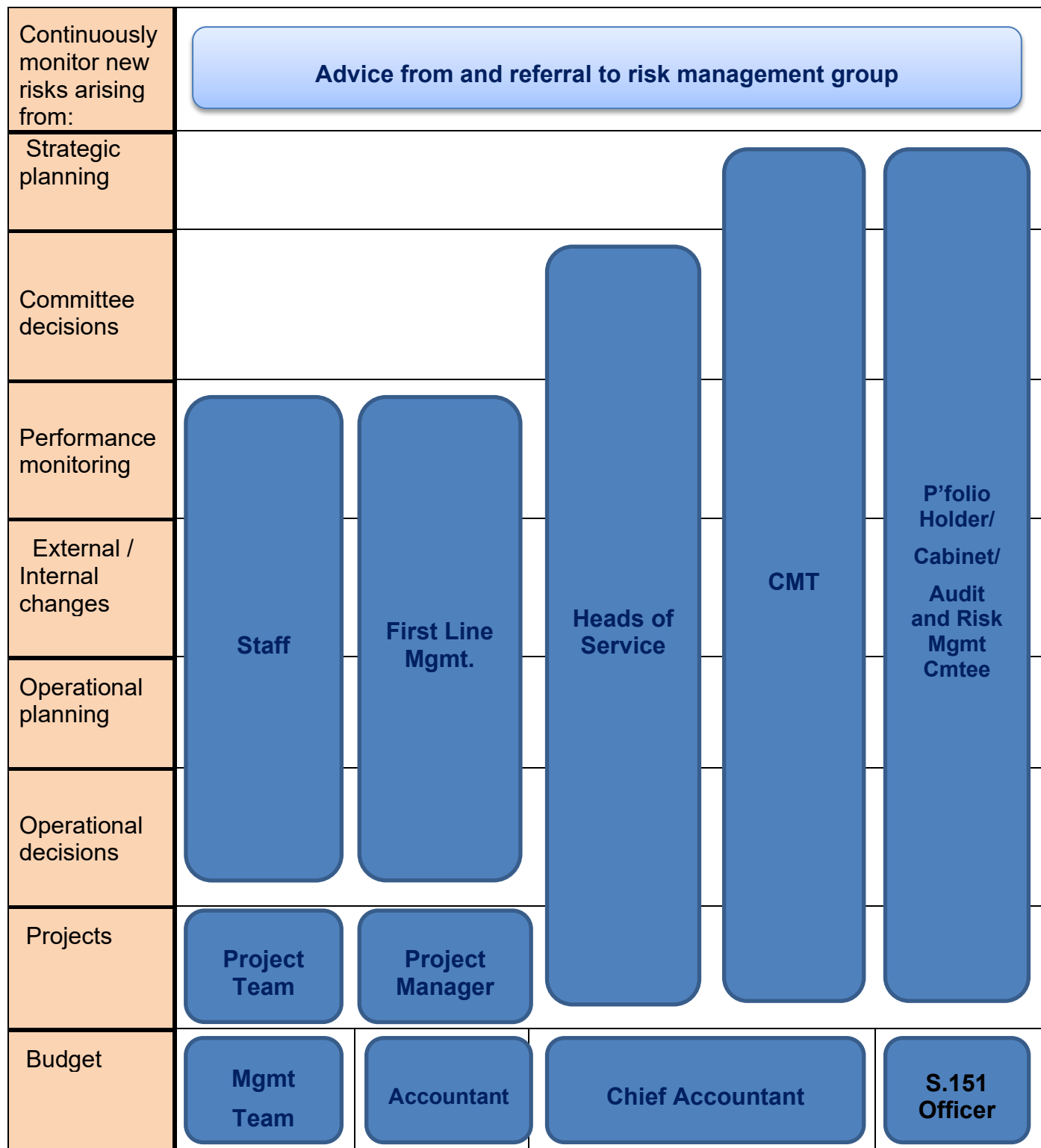
IMPACT x LIKELIHOOD = RISK SCORE

3.4 The impact and likelihood of risks is scored with regards the below levels:-

Score	1	2	3	4	5
Criteria	Insignificant impact	Minor impact	Moderate Impact	Major Impact	Catastrophic Impact
Performance	Objectives still achieved with minimum extra cost or inconvenience	Partial achievement of objectives with compensating action taken or reallocation of resources.	Additional costs required and or time delays to achieve objectives – adverse impact on PIs and targets.	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities.	Unable to achieve corporate objectives and/or corporate obligations.
Service Delivery	Insignificant disruption on internal business – no loss of customer service.	Some disruption on internal business only – no loss of customer service.	Noticeable disruption affecting customers. Loss of service up to 48 hours.	Major disruption affecting customers. Loss of service for more than 48 hours.	Loss of service delivery for more than seven days.
Physical	No injury/claims.	Minor injury/claims (first aid treatment).	Violence or threat or serious injury/claims (medical treatment required).	Extensive multiple injuries/claims.	Loss of life.
Reputation	No reputational damage.	Minimal coverage in local media.	Sustained coverage in local media.	Coverage in national media.	Extensive coverage in National Media.
Environmental	Insignificant environmental damage.	Minor damage to local environmental.	Moderate local environmental damage.	Major damage to local environment.	Significant environmental damage attracting national and or international concern.
Financial	Financial loss < £200,000	Financial loss >£200,000 <£600,000	Financial loss >£600,000 <£1,000,000	Financial loss >£1,000,000 <£4,000,000	Financial loss >£4,000,000
Legal	Minor civil litigation or regulatory criticism	Minor regulatory enforcement	Major civil litigation and/or local public enquiry	Major civil litigation setting precedent and/or national public enquiry	Section 151 or government intervention or criminal charges

4. Monitoring and Escalation Framework

4.1 The following diagram illustrates the key stakeholders for different classification of risk management:



5.0 Risk Appetite and Tolerance Levels

- 5.1 Risk appetite and tolerance is the amount of risk an organisation is prepared to accept, or be exposed to at any point in time. It can indicate where action is required to reduce risk to an acceptable level, plus opportunities for positive outcomes which can be monitored.
- 5.2 The Council has adopted the approach and definitions used by CIPFA and the Institute of Risk Management:

Risk Appetite

“The amount of risk an organisation is willing to seek or accept in the pursuit of its long-term objectives”.

An example may be consideration of the funds or resources that an organisation is prepared to invest in a venture where success is not guaranteed but that would yield benefits.

Risk Tolerance

“The boundaries of risk taking outside which the organisation is not prepared to venture in the pursuit of its long-term objectives”.

An example may be a Treasury Management Strategy that rules out certain types of investment options.

- 5.3 Typically an individual's perception of an acceptable risk is the same irrespective of which definition is used. Differences may occur where risks cannot be controlled or completely eliminated. For example political and legislative change is an external driver which cannot be fully mitigated. In this instance the risk tolerance, and ability to manage the risk, may be greater than risk appetite.
- 5.4 It is recognised that the tolerance or appetite is subjective, and may change according to the environment, internal and external drivers. Consequently it is important, regardless of the terms used, that everyone has a consistent approach to risk taking to prioritise resources effectively.
- 5.5 The Council's risk appetite is set by the Corporate Management Team (CMT) and is reviewed periodically. This provides guidance to everyone on acceptable levels of risk taking, to encourage a consistent approach to risk management.
- 5.6 Different risk appetites can be illustrated on a five by five matrix as three levels: high, medium and low. The Council is risk aware and the current level is determined by CMT as medium. This provides guidance that any inherent risk scored at 15 or greater is to be considered for the Corporate Risk Register.
- 5.7 Once controls are in operation the risks can be scored again to illustrate the residual risk.

6. The Corporate Risk Register at a Glance

6.1 Please see below for a summary of current risks and their scores. More detail follows in section 7 of this document, in which the individual risks are ordered by severity of current risk, in descending order.

Ref	Risk	Risk if no action			Current risk			Page in this register
		Impact	Likelihood	Score	Impact	Likelihood	Score	
8	Funding changes make Council unsustainable	5	5	25	4	5	20	8
3	Failure of contractors and suppliers working on the Council's behalf	4	4	16	4	4	16	9
9	The Council's ability to cope with a natural disaster	5	4	20	4	4	16	10
4	Failure of IT systems	5	5	25	4	3	12	11
5	Insufficient staff to provide Council services	4	5	20	3	4	12	12
6	Breach of ICT security causes loss of service	5	5	25	4	3	12	13
16	Service provision affected by organisational change	4	5	20	3	4	12	14
17	Political changes in national priorities	5	4	20	3	4	12	15
18	Capital funding strategy failure	5	5	25	3	4	12	16
1	Legislative changes	5	5	25	2	5	10	17
10	Major health and safety incident	4	4	16	3	3	9	18
11	Fraud and error committed against the Council	5	4	20	3	3	9	19
13	Failure of Governance in major partners or in the Council as a result of partnership working	4	5	20	3	3	9	20
14	Failure to achieve required savings targets	4	5	20	3	3	9	21
19	Poor communications with stakeholders	4	5	20	3	3	9	22
20	Failure of the Council's Commercialisation and Investment Strategy	5	4	20	3	3	9	23
7	Lack of access to Council premises prevents services being delivered	4	5	20	2	4	8	24
12	Failure of external investment institutions	5	4	20	2	4	8	25
21	The Council's failure to deal with Covid and/or a pandemic situation	5	5	25	2	4	8	26
15	Over-run of major Council projects in time or cost	4	5	20	3	2	6	27

7 Corporate Risk Register

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
8	<p>Risk: - Funding changes make Council unsustainable</p> <p>The current impact of inflation and how this may present additional pressures to the Council's overall finances</p> <p>Effects: - Economic changes, imposed savings requirements, changes to local government funding systems.</p> <p>Financial management of NNDR, CTS leads to change in income /spending making Council unsustainable.</p>	5	5	25	<ul style="list-style-type: none"> • S151/ Chief Finance Officer • Financial Regulations & Standing Orders • Appropriately trained staff • MTFS • Professional economic forecasts • Community consultation on service priorities • Our Council for the Future programme • Political decisions linked to budget strategies • CMT efficiency planning • Modernising Council Services transformation programme • Introduction of Transformation Agenda 2 (TA2) • Executive steer of service /capital priorities. • Review fees /changes. • Reserves • Financial Mgmt System • Budget monitoring. 	4	5	20	<p>Peter Catchpole</p> <p>MS/NK</p>	<ul style="list-style-type: none"> • Using intelligence to model and plan for future changes and risks and move away from reliance on Govt funding to balance our budget. • Regular monitoring of current position and reporting to Members. • Workforce planning covers all scenarios. • Inclusion in national working groups, modelling and lobbying for funding system after RSG ceases. • Sharing Council's Efficiency Plan with the Government allows guaranteed multi-year grant settlement raising funding certainty. • Shared services and partnership working • Pursuing all opportunities for external funding • Commercial and Investment Strategy 	<p>We closely monitor information received from government and relevant interest groups and sector representatives regarding anticipated changes in the financing of local government. Our Medium-Term Financial Plan articulates the key risks to the Council arising from potential changes in the current arrangements. The MTFP forecasts the gap between the cost of delivering Council services and the resources available, including any planned use of Council reserves.</p> <p>The Fair Funding Review and Business rate Retention Scheme are still delayed. Some potential for this to impact on the Council's long-term financial position remains particularly if changes are made to the underlying formulas which determine how central government funding is allocated to local authorities.</p> <p>The Council has an agreed Commercialisation and Investment Strategy which will enable the Council to generate additional income. This provides a framework to determine which investment opportunities can be taken forward. Some income-generating investments have been made. However, the challenging economic outlook, particularly in respect of inflation and rising financing costs, is likely to reduce, at least in the short-term, the commercial viability of some planned investments.</p> <p>Each service is required to review and identify any opportunities for transformation, commercialisation and efficiency. The Council has now delivered Phase 2 of the 'Modernising Council Services' programme which is on target to deliver significant savings over the Council's current MTFP period. We have now started delivering the next phase of this transformation programme.</p> <p>Government provided financial support to local authorities which offset the impact of additional costs and reductions in income experienced as a consequence of the pandemic. It is unclear to what extent government will be able and willing to provide the same level of financial support in response to the current economic challenges.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
3	<p>Risk: -</p> <p>Failure of contractors and suppliers working on the Council's behalf, including the impact of the Pandemic</p> <p>Effects: -</p> <p>Failure of contractor or partners to deliver services or meet agreed performance objectives leads to additional costs or failed objectives.</p>	4	4	16	<ul style="list-style-type: none"> • Procurement processes – including financial aspects/ contract standing orders/ equality standards • Contract process – creation of robust contracts • Accountability and risk ownership documented • Service Level Agreements • Contract monitoring • Trained/skilled staff • Project management • Relationship Management • Business Continuity Plans 	4	4	16	<p>CMT</p> <p>All Mgrs</p>	<ul style="list-style-type: none"> • Regular monitoring of contracts and performance by Managers. • Ensure that contracts have risk registers and mitigation in event of contract failure. • Ensure all contractors have reviewed and refreshed their business continuity arrangements and plans in light of the pandemic • Individual Council services share their own contingency to cover for contractor failure, and this is part of the Business Continuity Plan for each Service Area. • Potential contractors and suppliers are always checked for financial stability and business continuity by the Accountancy/ Procurement teams before contracts are let. 	<p>FDC's Contract Manager manages/monitors the performance of the main Grounds Maintenance contract and the Leisure Service contract.</p> <p>All other shared services/contracts have a full review and governance process in place to ensure ongoing delivery and performance standards.</p> <p>The Leisure service (outsourced) contact includes the requirement for contingency in case of service failure. Covid-19 has had a profound impact on the leisure industry, including impacting on Freedom Leisure. FDC has supported the contract (according to the terms of the contract) during the pandemic.</p> <p>Financial support to Freedom has ended and the business continues to make steps to return to pre-Covid levels of income.</p> <p>The cost of living and energy crises form another significant challenge to the leisure business. Freedom Leisure and FDC are monitoring the situation closely and will work together to mitigate impact on the services provided to the local community in Fenland.</p> <p>Refresher training on procurement to be delivered to all awarding managers</p> <p>Process of due diligence checks to be implemented for all relevant contracts and/or suppliers</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
9	<p>Risk:- The Council's ability to cope with a natural disaster or any emergency event</p> <p>Effects:- Natural disaster; malicious or accidental incident affects support required by civilians or disrupts existing Council services.</p> <p>Failure to maintain robust emergency planning</p>	5	4	20	<ul style="list-style-type: none"> • Emergency plan • Emergency planning exercises beyond the district • Business continuity plans • Regular exercise and joint public sector workshops for Emergency Planning • Emergency Planning Communication s Strategy • Review of approach with partner organisations as a result of lessons learned from 'near-miss' flood events. • Local Resilience Forum 	4	4	16	<p>CMT</p> <p>SB/DV</p>	<ul style="list-style-type: none"> • Regularly test Emergency Plan • Test Service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training • Ongoing management response group and regular conference call and action planning 	<p>Management Team conduct periodical exercise to test the Council's readiness for an emergency.</p> <p>The Council's Emergency Management and Rest Centre Plans have been updated. We have increased and trained the number of volunteer rest centre staff available.</p> <p>The Council will retain the use of each of the four Leisure Centres for rest centre sites.</p> <p>The Council has implemented a rota for senior officers to be 'on call' at Gold (Strategic), Silver (Tactical) and Bronze (Operational) levels in the event of an emergency. The Council's response to any emergency situation will complement and support the coordinated CPLRF and Public Sector response to any such incident.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
4	<p>Risk: - Failure of IT systems</p> <p>Effects: - Failure to secure and manage data leads to loss of/ corruption of / inaccuracy of data, results in disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.</p>	5	5	25	<ul style="list-style-type: none"> • Data protection policy and procedure • Freedom of Information publication scheme • Data retention policy and procedure for archive and disposal • Information breach response plan • Monitoring Officer role comprises Senior Information Risk Officer function • Business continuity plans • ICT system security • Public Services Network compliance • Paperless office project • Countywide information sharing framework 	4	3	12	<p>Carol Pilson / Peter Catchpole</p> <p>SB/AB</p>	<ul style="list-style-type: none"> • Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing. • Regular review of business continuity plans • Disaster Recovery testing is undertaken at regular intervals • Additional ICT resource has been recruited 	<p>An additional internet feed to Fenland Hall has been installed to improve resilience.</p> <p>The likelihood score reflects the increase globally of cyber crime</p> <p>The Council's internet and email protocols have been updated.</p> <p>All Council employees are undertaking Cyber security training</p> <p>Further resilience has been built into the remote access infrastructure.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
5	<p>Risk:- Insufficient staff to provide Council services</p> <p>Increased competition from other regional and national employers from the same workforce pool.</p> <p>Insufficient leadership and/or management capacity to deliver Council priorities</p> <p>Effects:- Constraints to effective workforce planning lead to poor standards of service or disruption to service. Service transformation and commissioning can help build resilience but could also lead to a loss of qualified and knowledgeable staff, which exposes the council to risk of service failure and legal challenge.</p>	4	5	20	<ul style="list-style-type: none"> • Learning & Development framework / Training • Working environment /culture • Staff Committee • MTSP • Flexible working • Established suite of people policies & Procedures • Business continuity plans • Management training • 121s /Springboard staff development and appraisals • Service planning process • Access to interim staff via frameworks • Effective sickness management • Effective Governance structures 	3	4	12	<p>CMT</p> <p>SA/All Mgrs</p>	<ul style="list-style-type: none"> • Ensure all services have effective Workforce plans incorporated into Service Plans, which ensure all work is prioritised • Effective succession planning. • Effective use of project management approaches/ principles when delivering priorities/ strategies 	<p>All services have published service plans, learning requirements and workforce plans to ensure teams are staffed according to current establishment and to take account of priorities and longer-term trends.</p> <p>All service Business Continuity Plans have been updated in light of the Covid-19 pandemic to ensure that key, priority and statutory services can be maintained in the event of a significant loss of staff through illness or absence.</p> <p>Almost all office-based staff have the necessary equipment to be able to work from home, which will maintain the delivery of a significant number of Council services.</p> <p>Other key/priority services have individual Business Continuity measures in place to maintain service delivery.</p> <p>A mapping exercise of all key processes is continuing to automate and e-enable where possible to increase and further improve Council resilience.</p> <p>As part of the transformation journey, we are working towards being more reactive to customer demands/needs.</p> <p>South Cambridgeshire District Council will begin a three-month trial of a four-day working week in January for desk-based staff.</p> <p>Even with mitigation in place the challenges of attracting, recruiting and retaining staff is becoming increasingly difficult.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
6	<p>Risk: - Breach of ICT security causes loss of service</p> <p>Effects: - Major IT physical hardware failure or electronic attack, such as viruses, hacking or spyware, causes disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.</p>	5	5	25	<ul style="list-style-type: none"> • Anti-virus software • Geographically distributed servers • Tested disaster recovery plan • Back-ups stored off site • Secondary power supply • Revised security policies • Critical services' business continuity plans include manual operation 	3	4	12	<p>Peter Catchpole</p> <p>SB/AB</p>	<ul style="list-style-type: none"> • Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing. • Likelihood of a breach is reduced by above mitigation 	<p>The Council has subscribed to the National Cyber Security Centre's (NCSC) Web Check service that helps public sector organisations fix website threats. This service regularly scans public sector websites to check if they are secure. NCSC have advised that the Fenland Council site is secure.</p> <p>Council IT systems and website are as secure as possible with current anti-attack software and processes up to date. When vulnerabilities are made known by software vendors, software is updated to reduce the risk of malicious attack.</p> <p>The likelihood score reflects the increase globally of cyber crime</p> <p>All Council employees are currently undertaking Cyber security training.</p> <p>Elected Members to undergo GDPR refresher training</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
16	<p>Risk:- Service provision affected by organisational change.</p> <p>Effects:- Service provision and performance affected by organisational change, industrial action and/or staff sickness resulting in complaints, poor performance and possible further costs.</p>	4	5	20	<ul style="list-style-type: none"> Working environment / org culture Audit & Risk Management Committee Consultation with Management, Trade Union and Staff Partnership group (MTSP) Flexible working Established suite of people policies & procedures Business continuity plans Management training “Springboard” appraisal for all staff support and development Robust human resource management procedures, which are considered at CMT level. Regular performance monitoring and management Access to interim arrangements Robust sickness absence management Project management processes 	3	4	12	<p>Peter Catchpole</p> <p>All Mgs</p>	<ul style="list-style-type: none"> Robust management of all organisational change. Business continuity plans for each service. Culture of Council remains effective Workforce planning, which includes succession planning for key roles an talent management A comprehensive programme of health surveillance for groups of employees who work in certain service areas (e.g. refuse drivers, workshop, port staff, etc.) Trained Mental Health First Aiders in place Stress awareness training Resilience training Staff engagement and consultation processes Likelihood is reduced based on mitigating actions 	<p>All services have up to date Business Continuity Plans in place; and have reviewed and updated their Business Continuity Plans in the light the Covid-19 pandemic.</p> <p>All organisational changes must be supported by a full rationale and business cases and are present to and considered by the senior management; If approved, the proposed change is subject to consultation process, and then progressed and managed by a wider project group to ensure all service provision issues are properly considered and managed. This project management approach is maintained for all such changes/programmes, and is supported by communication, engagement and training support for staff groups affected.</p> <p>The Council has a health and wellbeing programme in place which supports the existing suite of Policies, Codes of Practices and processes, this includes a wide range of support to help promote and encourage their good health and wellbeing, such as:</p> <ul style="list-style-type: none"> A dedicated Occupational Health Advice and guidance support service available for all colleagues Access to a health care plan for all employees (at nil cost to the Council) to enable financial support to access a wide range of health care specialists and interventions (e.g. chiropractic services, dental treatment, acupuncture, reflexology, chiropody etc.) A confidential Employee Assistance Programme (EAP), which provides a counselling service to staff where needed. A dedicated online platform offering a wide range of support and advice for all employees of a comprehensive range of issues. <p>Actions agreed from the most recent wellbeing survey include:</p> <ul style="list-style-type: none"> All managers will be invited to attend a two-day Mental Health First Aid course All employees will be invited to a half-day Mental Health Awareness course All new employees will be required to attend the training as part of their induction to the Council. Upskilling our managers to assist in the management of a remote workforce and support the wellbeing of their teams

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
17	<p>Risk:- Political changes in national priorities</p> <p>Effects:- Changes in national political priorities may result in immediate changes that require additional resource to achieve and fail to reflect priorities determined by consultation.</p>	5	4	20	<ul style="list-style-type: none"> Financial & workforce planning Monitoring by CMT and resultant Cabinet reports Clear corporate planning and regular performance monitoring Effective service & financial planning Respond to national consultation on key policy changes Membership of LGA as a Council Outside Body 	3	4	12	Paul Medd	<ul style="list-style-type: none"> Understanding and acting on intelligence from LGA, CIPFA and other local government sources. Resources identified, approved and implemented without delay. Constant monitoring Horizon scanning via professional bodies Joint/collaborative working 	<p>The likelihood of legislative change remains high in light of the current political changes. We are keeping a watching brief as these changes are announced.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
18	<p>Risk:- Capital funding strategy failure</p> <p>Effects:- Financial risks of capital funding shortfalls leading to increased burden to the Council. Potential for marginal deficit in capital program if future funding is not realised</p>	5	5	25	<ul style="list-style-type: none"> Asset Mgmt Plan Asset disposal linked to capital programme Corporate Asset Team CMT monitoring of capital receipts/effect on capital programme Regular Cabinet review of the capital programme, member with responsibility for assets Additional funding opportunities identified and pursued where possible Project lead monitors site valuations linked to econ' dev' proposals. Marketing and identification of potential land purchasers, flexibility of planning guidance aligned to market needs Continued consultation with econ partners 	3	4	12	<p>Peter Catchpole</p> <p>MS/NK</p>	<ul style="list-style-type: none"> Forward planning and horizon scanning. Regular high-level monitoring of direction of travel and mitigation required. Asset Management Plan. Asset Disposal Strategy. 	<p>The Council's capital funding programme is regularly reviewed by Officers and by Cabinet.</p> <p>The current projected funding deficit will be met by borrowing and the relevant annual financing cost has been included in the Council's Medium Term Financial Plan. Increasing finance costs and significant inflationary pressures mean that some projects in the capital programme may be deferred due to their lack of commercial viability. However, a significant number of projects remain which will need to be delivered in the short to medium term to address the Council's statutory responsibilities and/or deliver against agreed strategic objectives. A particular challenge exists where grant funding is received prior to going out to tender and then is insufficient to cover the full cost of planned works. The regular project meetings chaired by the Chief Executive ensure there is an ongoing discussion of project financing and consideration given to other funding options and re-scoping of projects.</p> <p>A further specific challenge relates to future costs concerning the port infrastructure and backlog maintenance of the property portfolio. Members are aware that whilst the associated costs are not yet factored into the capital programme and medium financial plan the impact is likely to be significant. The options for cost-avoidance and reduction will depend on significant strategic decisions to be taken as part of the budget-setting process.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
1	<p>Risk:- Legislative changes/ significant legal challenge.</p> <p>Effects:- Changes arising from Central Government.</p> <p>Risk of GDPR breach and ICO sanction/fine.</p> <p>Risk of administrative or other challenge in relation to the Council's overall governance/acts/ omissions.</p>	5	5	25	<ul style="list-style-type: none"> Monitoring Officer Horizon scanning by Legal/CMT/Mgt Team Service Manager responsibilities Financial & workforce planning Membership of professional/ Local Govt bodies aids horizon scanning Mgmt of change approach to mitigate significant impact to the organisation and its staff Detailed project plans to change implementation Respond to consultations on new legislation Insurance 	2	5	10	Carol Pilson AB	<ul style="list-style-type: none"> Use intelligence to identify impending changes and their effects. Ensure staff trained and procedures changed. Use professional networking to identify best practice for responding to change. We respond to government consultations on changes to legislation or policy to influence its development. Operate in accordance with best practice. Seek specialist external legal advice where required. Effective working with other local authorities 	<p>Officers continue to horizon-scan for legislative changes and their effects.</p> <p>The Council has in house senior legal advice as well as through its links with external organisations such as EM Lawshare and PCC Legal. Specialist external advice will be sought in relation to complex/technically challenging matters as appropriate.</p> <p>The Council has compiled an Information Asset Register of all records it holds in both paper and electronic form, worked with IT system suppliers and conducted a staff awareness campaign to ensure that staff understand and are compliant with GDPR.</p> <p>The majority of information held by the Council is held with a legal basis for holding such as election and Council Tax records. All staff undergo GDPR training, and opportunities for further Member training in this area are currently being explored</p> <p>The Council now has a dedicated GDPR Officer, and each service is required to have a dedicated GDPR lead</p> <p>Waste and Resources Strategy (Environment Bill) includes changes to waste collection and treatment. These changes lack full detail as yet, this is expected late 2023, but it will involve changes in how we are funded and what is expected of us as a local authority. The lack of clarity is part of the risk at present.</p> <p>The Elections Bill 2021 includes additional requirements relating to: Voter identification; Postal and Proxy voting measures; Clarification of undue influence; Accessibility of Polls; Overseas Electors; EU Voting and Candidacy Rights; The Electoral Commission; Notional Expenditure; Political Finance; Intimidation; New Electoral sanction; and Digital Imprints.</p> <p>New procurement legislation will be introduced in 2023. Details are currently unknown. Officers are keeping a watching brief and will update Management team and members when the impacts become known.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
10	<p>Risk: - Major health and safety incident</p> <p>Effects: - Major Health & Safety incident at Council leads to costs for inquiry, disruption to service and possible prosecution</p>	4	4	16	<ul style="list-style-type: none"> • Health & Safety (H&S) Panel • All service areas are represented at H&S Panel, and raise H&S issues as required • H&S procedures – addressed at every service area • H&S audits in all services • Specialist H&S advisor • Corporate wide H&S training • Insurance • Aligned Port Health and Safety arrangements • Port Management Group and annual independent audit • Robust sickness management processes 	3	3	9	<p>CMT</p> <p>DV</p>	<ul style="list-style-type: none"> • Ensure health and safety is discussed at relevant team meetings. • Ensure service updates are given at each H&S Panel meeting • Ensure equipment inventory and inspections are up to date. • Review Risk Assessments and Action Plans. • Capture Port near misses and asses learning points • All high-risk areas have increased systems of management in place, e.g. the Port Safety Management Group 	<p>A thorough Health and Safety regime at the Council ensures that the residual risk remains carefully managed</p> <p>Programme of targeted health and safety refresher training is in place as per service specification.</p> <p>Health and Safety performance is monitored regularly, and accident statistics remain low.</p> <p>Flu jabs are being provided for employees.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
11	<p>Risk: - Fraud and error committed against the Council</p> <p>Effects: - Potential for fraud, corruption, malpractice or error, by internal or external threats. In addition to immediate financial loss, this could harm reputation and lead to additional inquiry costs and penalties.</p>	4	4	16	<ul style="list-style-type: none"> • Anti-fraud & corruption policy/ strategy • Financial Regulations / Standing Ord • Codes of conduct • Appropriately trained staff • Appropriate culture and risk awareness • Segregation of duties • Supported financial mgt system • Budget monitoring regime • Internal Audit review of sys /and controls • Bribery & corruption / fraud risk assessments • Indemnity insurance • Whistle-blowing procedure • Annual Governance Statement • ARP fraud resource • National Fraud Initiative 	3	3	9	<p>Peter Catchpole / Carol Pilson</p> <p>KW</p>	<ul style="list-style-type: none"> • Increase staff vigilance • Fraud awareness training for Managers • Raise profile internally and externally for successful prosecutions 	<p>The likelihood reflects the number of additional grants the Council is now administering as a result of the pandemic. The Council is working with the NFI on assurance.</p> <p>The Council has assisted with each annual National Fraud Initiative, cross-matching information with records held nationally.</p> <p>The Fraud team within the Anglia Revenues Partnership (ARP) continue to work on this area.</p> <p>The Council's Anti-Fraud and Corruption Strategy is currently being reviewed.</p> <p>A fraud awareness training programme for all staff is being finalised and is planned to be delivered virtually.</p> <p>The Council's ICT systems have also been reviewed and updated to provide better protection against potential fraud – please see risk 6.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
13	<p>Risk:- Failure of Governance in major partners or in the Council as a result of partnership working</p> <p>Effects:- Partnership governance not adopted or followed, leading to unachieved priorities and poor performance by major partner agencies:- Cambs and Peterborough Combined Authority, Anglia Revenues Partnership, CNC Building Control, Shared Planning, CCTV</p>	4	5	20	<p>Cabinet and O&S, bi-annual stakeholder events ensure accountability</p> <ul style="list-style-type: none"> • ARP Joint Committee and Operational Improvement Board, Cabinet, O&S, joint risk registers • CNC Joint Members Board, Cabinet plus O&S • Shared Planning Board, Cabinet plus Overview and Scrutiny, joint performance indicators • Project plans / perf' monitoring shared risk registers • PCCA Membership. 	3	3	9	<p>Carol Pilson / Peter Catchpole</p> <p>All Mgrs</p>	<ul style="list-style-type: none"> • Assurance that governance models correctly followed and in the Council's interests. • Support Members in governance of partnership bodies. • Ensure that the Council's interests are protected as Members of the Combined Authority and as Officers working on joint projects. • Ensure all Partners have robust Business Continuity Plans in place • GDPR compliance • Robust ICT governance processes 	<p>The Annual Governance Statement being reported to Audit & Risk Management Committee shows the Council is in a strong governance position.</p> <p>Scrutiny of ARP and Planning takes place on an annual basis and Cabinet members sit on Boards to ensure the effective delivery of partnership arrangements such as CNC Board for building control.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
14	<p>Risk:- Failure to achieve required savings targets</p> <p>Effects:- Failure to achieve efficiency saving, maximise income, or performance targets, results in greater than budgeted costs and potential risk of Council not being able to set a balanced budget.</p>	4	5	20	<ul style="list-style-type: none"> Heightened analysis of budgets and services by CMT Implement Service Transformation Implement Procurement Strategy Corporate plan Pursue action to increase income streams Performance Management Framework Budget and performance monitoring Robust Workforce planning Project Management processes Our Council for the Future programme Modernising Council Services transformation programme 	3	3	9	<p>CMT</p> <p>MS/NK</p>	<ul style="list-style-type: none"> Robust control of corporate Transformation Plan. Regular progress reports and assurance to Members. Organisational and Service transformation programme Commercialisation and Investment Strategy Transformation and Recovery Plans 	<p>Delivery of Council Efficiency targets continue including delivering savings planned for in the Council's annual budget and medium-term financial strategy.</p> <p>The Council returned a small surplus in the 2021/22 financial year. The original budget for 2022/23 included £192,000 of additional savings to be delivered in this financial year with full-year savings of £384,000 built into forecasts from 2023/24. A shortfall between the net budget requirement and resources available still exists over the medium-term. The extent of this gap will be re-appraised in autumn 2022 as part of the budget-setting process.</p> <p>The Council has now delivered Phase 2 of the 'Modernising Council Services' programme which is on target to deliver significant savings over the Council's current MTFP period. We have now started delivering the next phase of this transformation programme.</p> <p>As part of the Council's Transformation Programme, the Council has recognised that this is an opportune time to commence a full Accommodation Review, which could contribute significantly to future savings requirements. The pandemic has seen much of the Council's workforce successfully moved to remote working models which presents new possibilities for the Council. By way of background, the Council has undertaken a condition survey for Fenland Hall. This indicates a requirement for significant capital and revenue investment in Fenland Hall. Whilst some costs will be unavoidable and will need to be built into updated financial forecasts, the timeframe and degree of priority will vary according to which option is taken forward once the Accommodation Strategy Outline Business Case has been considered by members.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
19	<p>Risk:- Poor communications with stakeholders</p> <p>Effects:- Poor communication with stakeholders and staff leads to poorly informed direction of resources and lack of support for change Reputational damage Staff turnover Increased sickness absence</p>	4	5	20	<ul style="list-style-type: none"> Internal and external regular publications Staff and management meetings Regular staff communication from the Chief Executive Key stakeholder networks for consultation Forums for perceived hard to reach groups Co-ordinated press releases Comments, Compliments and Complaints monitoring and reporting procedure Customer Service Excellence accreditation Consultation strategy MTSP 	3	3	9	<p>Carol Pilson</p> <p>DW/SA</p>	<ul style="list-style-type: none"> CSE Action Plan. Staff survey and Wellbeing survey Public consultations on key issues. 3cs refresher training Team meetings “What’s Breaking” communication and Vlog updates from the Chief Executive to all staff Use of social media communication mediums Fully updated website 	<p>The Council’s CSE performance is assessed each year by an external expert. The Council has a dedicated project team to ensure ongoing progress against CSE requirements/actions across all service areas to ensure consistent and effective communication to our customers.</p> <p>All change projects are supported by a robust project management approach, which includes a communication programme to ensure that stakeholders are fully informed.</p> <p>Introduction of the Chief Executive’s vlog to provide staff with updates on Council projects, share information about the organisation and its day-to-day business, and to be used as an opportunity to answer questions.</p>

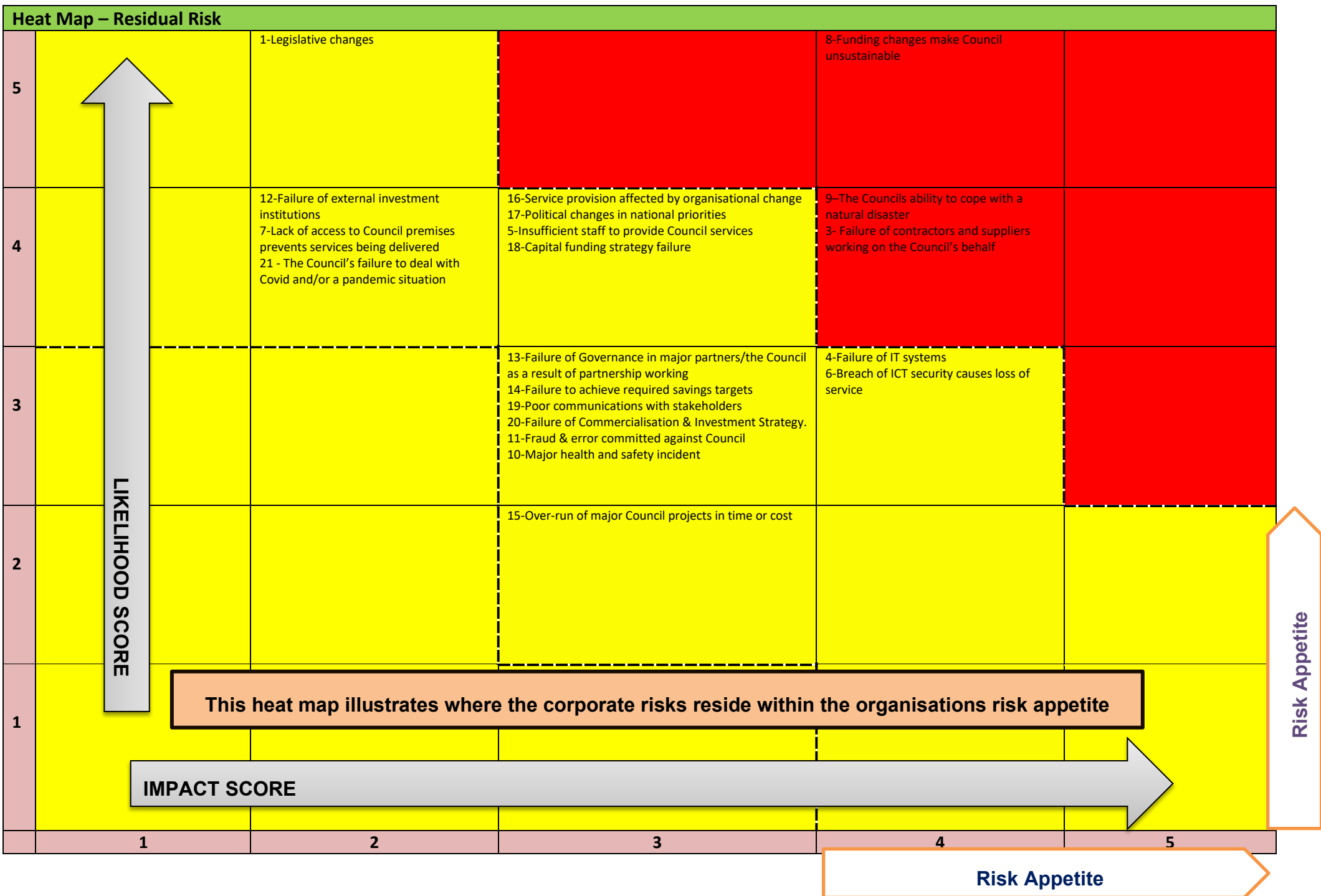
Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
20	<p>Risk:- Commercial uncertainties associated with decisions taken as part of the Council's Commercial and Investment Strategy.</p> <p>Effects:- Reputational damage Financial loss Impact on services, staff and community</p>	5	4	20	<ul style="list-style-type: none"> • Robust oversight and governance arrangements • Expert professional advice • Robust budget management • Thorough project management and business cases process 	3	3	9	CMT	<ul style="list-style-type: none"> • All governance requirements have been put in place and will be robustly reviewed going forward • Fenland Future Ltd (FFL) has been constituted, with all appropriate governance requirements in place • Dedicated external expert resources are identified and procured to support where required • Annual audit on all governance arrangements 	<p>This risk will be closely monitored to enable any new actions for mitigation to be identified and put in place.</p> <p>The Council's Commercial and Investment Strategy has a scoring matrix to inform all potential investment opportunities, which are considered fully by the Investment Board before they are ratified.</p> <p>Full business cases for all identified opportunities are taken to the Investment Board for consideration. This includes deciding on the delivery methodology. i.e. FDC or FFL and resource required to deliver each project.</p> <p>FFL's Business Plan was recently approved by the Council's Investment Board. Project plans setting out the preferred delivery routes for each of FFL's major projects are currently being prepared.</p>


Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
7	<p>Risk:- Lack of access to Council premises prevents services being delivered</p> <p>Effects:- Disruption of service provision.</p> <p>The Council has undertaken a condition survey of Fenland Hall and significant repairs are needed.</p>	4	4	16	<ul style="list-style-type: none"> Alarm and security systems Fire drills Business continuity plans Emergency planning network ICT disaster recovery and offsite testing Relocation procedures - critical and support services Geographically distributed sites Remote working Statutory building inspection and checks Corporate Business Continuity Plans Carrying out necessary works to rectify urgent issues Monitoring the number of staff working from Fenland Hall to ensure the situation doesn't impact service delivery 	2	4	8	<p>Peter Catchpole</p> <p>SB DV MG</p>	<ul style="list-style-type: none"> Regularly test Emergency Plan Test service Business Continuity Plans Ensure key emergency planning staff attend regular liaison meetings and training Provision of 'drop down' facilities for staff 	<p>Emergency plans – ongoing programme of review, testing and training of staff involved in a response</p> <p>Plans regularly checked and tested with emergency planning exercise conducted at intervals.</p> <p>Improved ICT systems provide better/increased opportunities for remote/agile working</p> <p>The majority of office-based staff have the necessary equipment to be able to work from home, with access to Council systems, which allows us to maintain the delivery of Council services.</p> <p>All key/priority services have individual Business Continuity measures in place to maintain service delivery.</p> <p>The Council has implemented Pay Point, which has enabled our resident to pay their bills (by cash or card) in a much greater number of more local rural locations across the district.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
12	<p>Risk:- Failure of external investment institutions</p> <p>Effects:- Failure of external investment institutions affecting availability of funds or return on investment reducing cash flow and resource availability</p>	5	4	20	<ul style="list-style-type: none"> • Policy for maximum investment/ borrowing levels limits liability • Credit ratings • Financial management • Reserves • Insurance • Medium Term Financial Strategy Treasury Management Strategy 	2	4	8	<p>Peter Catchpole</p> <p>MS/NK</p>	<ul style="list-style-type: none"> • Effective Treasury Management strategy. • Robust auditing of processes and policies. 	<p>The Council's treasury management position is regularly reviewed. The Council complies with relevant sector best practice.</p> <p>The Treasury Management Strategy is subject to review by the Audit and Risk Management Committee prior to being considered and approved by Cabinet and Full Council in February each year. An annual report and a mid-year report are produced during the year for members consideration in accordance with reporting requirements set out by CIPFA.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
21	<p>The Council's failure to deal with Covid and/or a pandemic situation</p> <p>Includes the adverse impact on all aspects of service delivery</p>	5	5	25	<ul style="list-style-type: none"> • Additional resources • Covid Gold group • Working with key partner agencies (Public Health, CPLRF, ARP etc.) • Supporting delivery of Business grants and self - solation payments • Agile working, the majority of staff are home-work enabled, and all services have split into 'bubbles' to maintain resilience and business continuity • ICT infrastructure • Ongoing communications to public and workforce 	2	4	8	CMT	<ul style="list-style-type: none"> • Regularly test Emergency Plan • Test Service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training • Ongoing management response group and regular conference call and action planning • Support vaccination programmes • Enduring transmission programmes • Additional temporary resources have been identified to support key services 	<p>The Council has implemented a rota for senior officers to be 'on call' at Gold (Strategic), Silver (Tactical) and Bronze (Operational) levels in the event of an emergency.</p> <p>The Council's response to any such situation will complement and support the coordinated CPLRF and Public Sector response to any such incident.</p> <p>CPLRF are leading on the County's response to the current pandemic and key senior staff attend regular multi-agency briefing and planning meetings.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
15	<p>Risk:- Over-run of major Council projects in time or cost</p> <p>Effects: - Failure to manage projects effectively leads to overruns on time or cost and failure to achieve project aims. Reputational damage</p>	4	5	20	<ul style="list-style-type: none"> • Project Management methodology • Contract Standing Orders & Financial Regulations • Service plans • Budgetary control • Management, Cabinet and Portfolio Holder oversight • Forecasting • Horizon scanning Amended ways of working; models have changed with remote working but remain effective. 	3	2	6	CMT	<ul style="list-style-type: none"> • Robust project management. • Effective risk registers for projects. • All projects have a CMT sponsor with experienced management membership • Project Management Board oversight • Legal due diligence around Grant Agreements 	<p>The likelihood rating reflects the ongoing economic situation and the impact of this.</p> <p>Effective project management remains a Council priority.</p> <p>Major projects are closely monitored by CMT and Cabinet members and progress is reported to Council via Portfolio Holder briefings.</p> <p>The impact of the pandemic has inevitably delayed the delivery of some projects but this is factored into the revised project plans going forward.</p> <p>The Council has now delivered Phase 2 of the 'Modernising Council Services' programme which is on target to deliver significant savings over the Council's current MTFP period. We have now started delivering the next phase of this transformation programme.</p> <p>Governance arrangements around project management are being reviewed in light of the projects currently being undertaken.</p>



Agenda Item No:	9	
Committee:	Audit and Risk Management	
Date:	19 September 2022	
Report Title:	Internal Audit Plan 2022-23 Progress Report Q1	

1 Purpose / Summary

To report progress against the Internal Audit Plan 2022-23 for the period 01 April 2022 including planned work until 30 June 2022 and the resulting level of assurance. To provide an update to members on the resourcing issues of the internal audit team.

2 Key issues

- The Council's Internal Audit plan is produced on an annual basis. It is an estimate of the work that can be performed over the financial year. Potential areas of the Council for audit are prioritised based on a risk assessment, enabling the use of Internal Audit resources to be targeted at areas of emerging corporate importance and risk.
- The format of the plan reflects the Public Sector Internal Audit Standards (PSIAS) which were introduced in April 2016 and applicable from April 2017. It also incorporates the governance and strategic management arrangements of Internal Audit resources.
- Performance Standard 2060 of the PSIAS requires the Audit Manager to report to the Committee on the internal audit activity and performance relative to this plan.
- Audit and Risk Management Committee approved the Internal Audit Plan 2022-22 on 14th March 2022.
- Members of the Audit and Risk Management Committee are keen to receive proactive performance reporting in relation to progress against the Internal Audit plan on a quarterly basis.
- Proactive quarterly monitoring of the Internal Audit plan will enable the Committee to understand the audit activity which has successfully taken place and the associated assurance level.

3 Recommendations

- For Members of Audit and Risk Management Committee to consider and note the activity and performance of the internal audit function.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	Councillor Kim French - Audit and Risk Management Committee Chairman
Report Originator(s)	Kathy Woodward – Internal Audit Manager
Contact Officer(s)	Kathy Woodward - Internal Audit Manager kwoodward@fenland.gov.uk 01354 622230 Peter Catchpole - Corporate Director & CFO pcatchpole@fenland.gov.uk 01354 622201
Background Paper(s)	Annual Risk Based Internal Audit Plan 2021-22 Internal Audit Outturn and Quality Assurance Review 2020-21

1 Background / introduction

- 1.1 This report includes details of the audit activity undertaken for the period 01 April 2022 to 30 June 2022.
- 1.2 The annual internal audit plan is formulated in advance, following an assessment of risks inherent to services and systems of the Council based on internal audit and management knowledge at that time. During the period that follows, changes in the control environment may occur due to, for example: -
- introduction of new legislation/regulations,
 - changes of staff,
 - changes in software,
 - changes in procedures and processes,
 - changes in service demand,

2 Monitoring

- 2.3 On completion of each audit a formal report is issued to the relevant Service Manager and Corporate Director. A copy is also sent to the Corporate Director – Finance (S151 Officer). Each report contains a management action plan, with target dates, that have been agreed with managers to address any observations and recommendations raised by the Internal Auditor. Progress on recommendations is monitored on a quarterly basis.
- 2.4 The following audits have been completed during the first quarter of 2022-23. (Appendix A)
- Trading Operations – Port, Commercial and Marine (21/22)
 - Construction Industry Scheme (21/22)
 - Licensing – Alcohol (21/22)
- 2.5 The following audits are currently ongoing and will be reported to the committee in future progress reports:
- Customer Comments, Compliments and Complaints (3C's) (draft stage)
 - ICT Cyber Security (draft Stage)
 - Housing Options
 - Trading Operations – Partner Leases
 - Income / Debt Management Review
 - Economic Development
 - Development Delivery
 - Public Health Funerals
 - Local Authority Trading Company
 - Travellers Sites – Repair and Maintenance and Rents review
 - Covid-19 Business Grants – Post Payment Assurance

- 2.6 In the first quarter of the year other work that the internal audit team have been involved to assist with and to provide additional assurance are detailed below:
- Care and Repair Disabled Facilities Grants declarations
 - Grant Funding declarations, including Test and Trace schemes and COMF funding
 - Fraud Investigation work
 - National Fraud Initiative work
 - Risk Management Group
 - Major Project support and advice
 - Follow up reviews on outstanding recommendations

Appendix A: Audits completed

Audit	Overall Opinion	High	Medium	Low	Recommendation Theme
Trading Operations – Port, Commercial and Marine (2021/22) To gain assurance that that the Council has robust procedures and guidance in place with relation to pilotage, wharfage, and administration. That there is appropriate management of income and record keeping and appropriate governance in place, as per legislation.	Adequate	1	-	3	The High-risk recommendation is restated from a previous audit - there is no current formal agreement between FDC and Lincolnshire County Council with regards to the Sutton Bridge Cross Keys Marina. The low-risk recommendations relate to best practice improvements in relation to filing and record keeping
Construction Industry Scheme (CIS) (2021/22) To gain assurance that that the Council has robust procedures and guidance in place demonstrating appropriate procedures for self-employed contractors.	Adequate	1	1	2	The High and medium risk recommendations relate to the implementation and responsibility of IR35 regulations. The low-risk recommendations relate to business continuity and segregation of duties in processing CIS transactions
Licensing – Alcohol (2021/22) To gain assurance that the Council has robust procedures and guidance in place demonstrating appropriate issuance of both Premises and Personal Licenses – Alcohol. That legislation is followed accordingly, and that income is collected promptly and accounted for.	Substantial	-	1	-	The recommendation relates to the renewals process for Premises Licences.

3C's Process (Draft)					<i>Report expected to be issued imminently – likely result ADEQUATE</i>
ICT Cyber Security (Draft)		-			<i>Report expected to be issued imminently – likely result SUBSTANTIAL</i>

An assurance rating is applied, when a system or process is reviewed, which reflects the effectiveness of the control environment.

The text below is an indication of the different assurance ratings used:

Assurance	Description
Full	There is a sound system of control designed to proactively manage risks to objectives.
Substantial	There is a sound system of control, with further opportunity to improve controls which mitigate minor risks.
Adequate	There is a sound system of control, with further opportunity to improve controls which mitigate moderate risks.
Limited	There are risks without effective controls, which put the objectives at risk.
None	There are significant risks without effective controls, which put the objectives at risk. Fraud and/or error are likely to exist.

Appendix B – Recommendation progress 2020/21 - 2022/23

Total Recommendations 2020/21				
	High	Medium	Low	Total
Total Recommendations	3	21	23	47
Total Complete	3	19	21	43
Total Not Due	0	1	2	3
Overdue	0	1	0	1

- This data includes recommendations made from our ARP Audit Partners who conducted audits for the partnership. These have all been completed or superseded by the audits of 2021/22.
- **The overdue recommendation relates to CCTV and has been chased with the relevant Head of Service. This has been raised with Management Team and is due to be completed in the summer of 2022.**

Total Recommendations 2021/22				
	High	Medium	Low	Total
Total Recommendations	4	30	39	73
Total Complete	2	11	20	33
Total Not Due	1	15	16	32
Overdue	1	4	3	8

- This table does not include the recommendations made in relation to the ARP audits, conducted by partner authorities as they are reported to their respective authorities at this stage.
- **The overdue high-risk actions relate to the Business Unit Lettings Audit and progress has been made in drafting a new Letting Policy – this will be published very soon.**
- **The overdue medium risk actions, relate to the Safeguarding Audit and ongoing work within the Business Unit letting team. This has been chased with the relevant Head of Service and raised at Management Team.**

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AUDIT AND RISK MANAGEMENT COMMITTEE WORK PROGRAMME 2022-23

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
19 th September 2022	Draft Statement of Accounts 2021-22	Annual	Mark Saunders	To review and note the draft Statement of Accounts
	Annual Governance Statement 2021-22	Annual	Kathy Woodward	To approve the content of the Annual Governance Statement for inclusion in the published Statement of Accounts 21-22.
	External Audit Plan 2021/22	Annual	External Auditor	To note the external audit plan for the new financial year.
	Risk Register – Quarterly Update	Progress Report	Stephen Beacher	To review and approve the quarterly risk register.
	Internal Audit Plan 2022/23 – Quarterly Update	Progress Report	Kathy Woodward	To consider and note the activity and performance of the Internal Audit function.
19 th December 2022	Audit Results Report (ISA 260)	Annual	External Audit	Consider and note the Audit results report
	Statement of Accounts 2021-22	Annual	Mark Saunders	Review and approve the Statement of Accounts 2021-22
	Letter of Representation	Annual	Mark Saunders	Agree format and content of the Letter of Representation provided to the External Auditors at the conclusion of the 21-22 Statement of Accounts audit. To be signed by Chairman of ARMC and S151 officer
	Treasury Management Strategy Statement and Annual Investment Strategy Mid-year review 22/23	Progress report	Mark Saunders	To review the activity for first 6months of the year and to provide members a update on matters pertinent to the Councils TM Strategy
	Internal Audit Plan 2022/23 – Quarterly Update	Progress report	Kathy Woodward	To consider and note the activity and performance of the Internal Audit function.
	Risk Register - Quarterly update	Progress Report	Stephen Beacher	To review and approve the quarterly risk register.
	Independent Members of ARMC report	Update report	Kathy Woodward	Provide an update and recommendations to Full Council on the appointment of Independent Members to Audit and Risk Management Committee

AUDIT AND RISK MANAGEMENT COMMITTEE WORK PROGRAMME 2022-23

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
6 th February 2023	Auditor Annual Report 2021-22	Annual	External Audit	To note the independent external auditors, Ernst & Young (EY), Annual Audit Letter
	External Quality Assessment (Internal Audit)	5 Year	Kathy Woodward	To provide members with the results of the 5 yearly External Quality Assessment of Internal Audit
	Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2023/24	Annual Cabinet / Council	Mark Saunders	To Endorse the strategy to be included in the final budget report.
	Internal Audit Plan 2022/23 – Quarterly Update	Progress report	Kathy Woodward	To consider and note the activity and performance of the Internal Audit function.
	Risk Register – Quarterly update	Progress report	Stephen Beacher	To review and approve the quarterly risk register.
20 th March 2023	External Audit Plan 2022/23	Annual	External Auditor	To note the external audit plan for the new financial year.
	Risk Based Internal Audit Plan and Internal Audit Strategy 2022/23	Annual	Kathy Woodward	To approve the internal audit plan and resources for the forthcoming year
	RIPA Annual Update	Annual	Amy Brown	To review and note the use of RIPA in the previous year.
	Annual Governance Statement update 2021/22	Progress report	Kathy Woodward	To review progress on the AGS action plan from 2021/22
	Risk Management Policy and Strategy Review	Annual	Stephen Beacher	To consider and note the annual review of risk management Policy and Strategy.

AUDIT AND RISK MANAGEMENT COMMITTEE WORK PROGRAMME 2022-23

Future items *(when to be brought to the committee in 2022/23 to be determined)*

- Anti-Fraud and Corruption Policy and Strategy (4 Years)
- Anti-Money Laundering Policy (4 Years)
- Corporate Debt Policy (4 Years)

Cyclical Items not due this year *(unless policy or legislation changes require amendments prior to review date)*

- Internal Audit Charter June 2024
- Whistleblowing Policy June 2024
- ARMC Terms of Reference December 2024
- External Auditor Appointment Process Dec – Feb 2027

Audit and Risk Management Committee Training sessions 2022/23

- Statement of Accounts September 2022
- Internal Audit Process December 2022
- GDPR / RIPA Training? February 2023
- Introduction to ARMC (For new members if required) June 2023

Audit and Risk Management Committee Action Plan

Title	Comments	Due by	RAG
Independent Member appointment	A report was presented to the committee in July 2022, with the committee agreeing in principle to progress with an independent member appointment to ARMC. Further report outlining skills analysis and job description to be brought back to ARMC for recommendation to Council.	December 2022	Not due yet
Committee Training	Committee Members to discuss training requirements and provide officers with suggested training topics for future meetings.	Ongoing	

Abbreviations Used in Audit & Risk Management Committee

AGS	Annual Governance Statement
ARG	Additional Restrictions Grant
ARP	Anglia Revenue Partnerships
BCP	Business Continuity Planning
BEIS	The Department for Business, Energy and Industrial Strategy
CFR	Capital Financing Requirement
CIPFA	Chartered Institute of Public Finance and Accountancy
CIS	Commercial Investment Strategy
CMT	Corporate Management Team
CNC	CNC Building Control
CPCA	Cambridgeshire & Peterborough Combined Authority
CPE	Civil Parking Enforcement/
CPLRF	Cambridgeshire & Peterborough Local Resilience Forum
CTS	Council Tax Support
DFG	Disabled Facilities Grants
DPA	Data Protection Act
CSR	Comprehensive Spending Review
FFL	Fenland Future Ltd
GDPR	General Data Protection Regulations
IAS	International Accounting Standards
IFRS	International Financial Reporting Standard
LGA	Local Government Association
LGSS	Local Government Shared Services
LRSG	Local Restrictions Support Grants
MHCLG	Ministry of Housing Communities and Local Government
MoU	Memorandum of Understanding
MRP	Minimum Revenue Provision
MTFP	Medium Term Financial Plan
MTSP	Management, Trade Union & Staff Partnership
NFI	National Fraud Initiative
NNDR	National Non-Domestic Rates
OIB	Operational Improvement Board (ARP)
OLTL	Other Long-Term Liabilities
PPA	Post Payment Assurance
PSAA	Public Sector Auditor Appointments
PSIAS	Public Sector Internal Audit Standards
PWLB	Public Works Loan Board
RIPA	Regulation of Investigative Powers