

Agenda

Meeting: Audit Committee

**Venue: Brierley Room, Brierley Building,
County Hall, Northallerton, DL7 8AD**

Date: Friday 21 June 2019 at 1.30 pm

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Business

1. **Apologies for Absence**
2. **Minutes of the meeting held on 7 March 2019** (Pages 5 to 13)
3. **Any Declarations of Interest**
4. **Public Questions or Statements**

Members of the public may ask questions or make statements at this meeting if they have given notice (including the text of the question/statement) to Ruth Gladstone of Democratic Services (*contact details at the foot of page 1*) by midday on Tuesday 18 June 2019. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);

- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chairman who will instruct those taking a recording to cease while you speak.

5. **Progress on Issues Raised by the Committee** – Joint report of the Corporate Director – Strategic Resources and the Assistant Chief Executive (Legal and Democratic Services)
(Pages 14 to 16)
6. **North Yorkshire County Council and North Yorkshire Pension Fund – Audit of Accounts 2018/19 – Audit Progress** – Verbal update from Deloitte (External Audit)
7. **Draft Statement of Accounts 2018/19** - Report of the Corporate Director – Strategic Resources
(Pages 17 to 24
Draft Statement of Accounts circulated as a separate booklet)
8. **Internal Audit Work / Internal Control Matters for the Children and Young People’s Services Directorate:-**
 - (a) Report of the Head of Internal Audit
(Pages 25 to 38)
 - (b) Report of the Corporate Director – Children and Young People’s Services
(Pages 39 to 62)
9. **Corporate Governance** - Report of the Corporate Director – Strategic Resources
(Pages 63 to 72)
10. **2019/20 Internal Audit Plan** – Report of the Head of Internal Audit
(Pages 73 to 91)
11. **Annual Report of the Head of Internal Audit**
(Pages 92 to 108)
12. **Annual Report on Partnership Governance 2018/19** - Report of the Assistant Director (Policy, Partnerships and Communities)
(Pages 109 to 125)
13. **Procurement and Contract Management Update** - Report of the Corporate Director – Strategic Resources
(Pages 126 to 162)
14. **Audit Committee Programme of Work 2019/20**
(Page 163)
15. **Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances**

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)
County Hall

Northallerton

Notes:

Emergency Procedures for Meetings

Fire

The fire evacuation alarm is a continuous Klaxon. On hearing this you should leave the building by the nearest safe fire exit. Once outside the building please proceed to the fire assembly point outside the main entrance.

Persons should not re-enter the building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.

An intermittent alarm indicates an emergency in nearby building. It is not necessary to evacuate the building but you should be ready for instructions from the Fire Warden.

Accident or Illness

First Aid treatment can be obtained by telephoning Extension 7575.

AUDIT COMMITTEE

1. Membership

County Councillors (8)						
	<i>Councillors Names</i>				<i>Political Group</i>	
1	ARTHUR, Karl				Conservative	
2	ATKINSON, Margaret		Vice-Chairman		Conservative	
3	BAKER, Robert				Conservative	
4	CLARK, Jim				Conservative	
5	HUGILL, David				Conservative	
6	LUNN, Cliff		Chairman		Conservative	
7	MACKAY, Don				NY Independents	
8	WEBBER, Geoff				Liberal Democrat	
Members other than County Councillors (Non-voting) (3)						
1	PORTLOCK, David					
2	MARSH, David					
3	GRUBB, Nick					
Total Membership – (11)				Quorum – (3) County Councillors		
Con	Lib Dem	NY Ind	Labour	Ind	Total	
6	1	1	0	0	8	

2. Substitute Members

Conservative		Liberal Democrat	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	BACKHOUSE, Andrew	1	BROADBANK, Philip
2	COOPER, Richard	2	
3	THOMPSON, Angus	3	
4	PARASKOS, Andy	4	
5	PATMORE, Caroline	5	
NY Independent			
	<i>Councillors Names</i>		
1			
2			
3			
4			
5			

The term of appointment of Independent Members to the Audit Committee shall be four years from 31 July during the year which follows a County Council election in order to provide consistency during the period for production, and subsequent approval of, the Statement of Final Accounts.

North Yorkshire County Council

Audit Committee

Minutes of the meeting held on Thursday 7 March 2019 at 1.30 pm at County Hall, Northallerton

Present:-

County Councillor Members of the Committee:-

County Councillor Cliff Lunn (in the Chair); County Councillors Karl Arthur, Margaret Atkinson, Jim Clark, David Hugill, Don Mackay and Geoff Webber

Independent Members of the Committee:-

Mr Nick Grubb, Mr David Marsh and Mr David Portlock

In Attendance:-

Deloitte Officers:- Paul Thomson and Nick Rayner

Veritau Ltd Officer:- Max Thomas (Head of Internal Audit)

County Council Officers:- Gary Fielding (Corporate Director – Strategic Resources), Tony Law (Team Leader BES, Policy Partnerships and Communities), Michael Leah (Assistant Director - Strategic Resources), John Raine (Head of Technical Finance, Strategic Resources), and Ruth Gladstone (Principal Democratic Services Officer)

Apology for Absence:-

An apology for absence was received from County Councillor Robert Baker.

Copies of all documents considered are in the Minute Book

103. Minutes

Resolved -

That the Minutes of the meeting held on 20 December 2018, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

104. Declarations of Interest

There were no declarations of interest.

105. Exclusion of the Public

Resolved -

That the public be excluded from the meeting during consideration of appendices 2 and 3 to the report "Counter Fraud and Associated Matters" on the grounds that discussion of those appendices is likely to disclose of exempt information as defined

in paragraph 7 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

106. Public Questions or Statements

There were no questions or statements from members of the public.

107. Progress on Issues Raised by the Committee

Considered -

The joint report of the Corporate Director - Strategic Resources and the Assistant Chief Executive (Legal and Democratic Services) which advised of progress on issues which the Committee had raised at previous meetings and other matters which had arisen since the last meeting which related to the work of the Committee.

With regard to a review of the Committee's effectiveness, it was reported orally that CIPFA had produced a paper setting out practical guidance for local authority audit committees. The Committee's Chairman and Max Thomas (Head of Internal Audit) had met to discuss the points within the CIPFA paper which were relevant to this Committee. It was proposed that a small group of the Committee's Members should meet to discuss how the Committee was functioning. The Committee discussed the function and membership of the group. *(The Committee's decision arising from this discussion is recorded at (b) of the following Resolution.)*

It was reported that a demonstration had been given for Committee Members, immediately prior to this meeting, of a tool being developed to provide 'real time' financial and other information about the County Council's suppliers. Members commented that the tool would be very useful.

It was reported that a budget briefing would be provided to the three Independent Members of the Committee during the afternoon of 7 March 2019.

Resolved -

- (a) That the report be noted.
- (b) That the Committee's Chairman, Vice-Chairman, Mr Nick Grubb and Mr David Portlock (with Mr David Marsh as substitute in the absence of either Mr Nick Grubb or Mr David Portlock) be appointed to comprise a group, facilitated by Max Thomas (Head of Internal Audit), to:- discuss how this Committee is functioning; seek feedback from others such as the Corporate Director – Strategic Resources and External Audit; review the findings; submit any proposed changes to a future meeting of the Committee for decision, and full Council if appropriate; and complete the CIPFA questionnaire with input from the Corporate Director – Strategic Resources.

108. Treasury Management Strategy

Considered -

The report of the Corporate Director - Strategic Resources which invited the Committee to review the 2019/20 Treasury Management Policy Statement and the 2019/20 Annual Treasury Management and Investment Strategy.

The Corporate Director – Strategic Resources, in introducing the report, highlighted that the Statement and the Strategy had been agreed by full County Council on 20 February 2019, in order to be in place before the start of the new financial year. The

Audit Committee was invited, at this meeting, to review the Statement and the Strategy and, if it wished, to suggest any proposals for change which would then be forwarded for consideration by the Executive and, if appropriate, to the meeting of full County Council to be held on 15 May 2019. It was confirmed that no fundamental changes had been made to either the Statement or the Strategy.

During discussion, Members asked about the criteria used to assess organisations as having “high credit quality”. The Corporate Director – Strategic Resources responded that the County Council used specialist external Investment Advisors, from whom a copy of the criteria would be sought and circulated to Members.

During discussion, Members referred to paragraph 12.11 of the 2019/20 Strategy which specified that Audit Committee Members were required to receive adequate training in Treasury Management. There was a further reference to this at the last bullet point of paragraph 13.6 of the Strategy. The Corporate Director – Strategic Resources advised that Treasury Management training had been provided for Committee Members in June 2018. In addition, training regarding commercial investments had been provided very recently. However, arrangements would be made to provide update training concerning Treasury Management if the Committee so wished. *(This issue was discussed again towards the end of this meeting and the outcome is recorded at Resolution (b) of Minute 119.)*

Resolved -

- (a) That no change be proposed to either the 2019/20 Treasury Management Policy Statement or the 2019/20 Annual Treasury Management and Investment Strategy.
- (b) That the criteria used to assess organisations as having “high credit quality” be obtained from the County Council’s Investment Advisors and be circulated to Members.

109. Accounting Policies

Considered -

The report of the Corporate Director - Strategic Resources which asked the Committee to review changes which were proposed to the County Council’s Accounting Policies for 2018/19, and note potential changes in the pipeline which were likely to impact on the Accounting Policies and the Statement of Final Accounts in future years.

John Raine (Head of Technical Finance, Strategic Resources), in introducing the report, highlighted that there were two main issues which impacted on the County Council’s Accounting Policies, namely, IFRS 9 and IFRS 15. These related to how financial assets were valued in the accounts and how the County Council recognised some elements of income.

Resolved -

- (a) That the update on Accounting Policies for 2018/19, as set out in paragraphs 3.4, 3.5 and Appendix A, be noted.
- (b) That the potential changes to the Statement of Final Accounts and Accounting Policies which are in the pipeline for future years (2019/20 onwards), as set out in paragraph 4.1 and Appendix B, be noted.

110. Corporate Risk Management Policy

Considered -

The report of the Corporate Director - Strategic Resources which invited the Committee to consider a triennial update on the Corporate Risk Management Policy.

The Corporate Director – Strategic Resources, in introducing the report, highlighted that a triennial update of the Corporate Risk Management Policy was underway, with minor changes having been made to the definition of risk and risk management and the principles of risk management to reflect the recently issued BS ISO 31000:2018 – Risk Management: Guidelines. He clarified that, although the words had altered, the fundamental rationale for the management of risk had not changed. Minor amendments had also been made to the Policy to ensure the appropriate links to the updated Council Plan, performance management and the delivery of services beyond 2020.

Resolved -

- (a) That Fiona Sowerby (Corporate Risk and Insurance Manager) be asked to contact Mr David Portlock to advise why the following are proposed for deletion from the Policy:-
- The last bullet point at paragraph 3.1, namely, “RM will be adequately resourced – we will ensure that the necessary resources are in place in order to deliver excellent risk management”.
 - The fifth bullet point at paragraph 4.2, namely, these objectives will be achieved by “providing opportunities for shared learning on risk management across the County Council”.
- (b) That all Members of the Committee be advised of the outcome of the discussion between the Corporate Risk and Insurance Manager and Mr David Portlock to which paragraph (a) of this Resolution refers.
- (c) That, subject to the Corporate Risk and Insurance Manager confirming that the two proposed deletions to which paragraph (a) of this Resolution refers are not errors, it be recommended, to the Chief Executive, Leader of the Council and the Executive Member for Finance and Assets, that the updated Corporate Risk Management Policy, as set out at Appendix B, be approved.

111. Corporate Governance

Considered -

The report of the Corporate Director - Strategic Resources which provided the updated version of the Local Code of Corporate Governance.

The Corporate Director – Strategic Resources, in introducing the report, highlighted that the Local Code of Corporate Governance was reviewed annually and this year’s review had resulted in minor changes and updates. He confirmed that there were no fundamental changes.

A Member commented that the wording of the first bullet-point at paragraph 1.4 of the Code, regarding openness and inclusivity, could give the impression that any consultation which the County Council undertook was like a referendum and that that paragraph should be amended to clarify that the outcome of consultation was one of

many factors which were taken into account in decision-making. During the Committee's debate, various views were expressed and various suggestions were put forward. The majority of the Committee felt that none of the suggested amendments put forward at the meeting should be recommended as an amendment of paragraph 1.4.

Resolved -

That the updated Local Code of Corporate Governance, as set out at Appendix A, be recommended for collective formal approval by the Chief Executive, the Leader of the Council, the Executive Member for Central Services, the Corporate Director - Strategic Resources and the Assistant Chief Executive (Legal and Democratic Services).

112. Review of Assurance over Value for Money

Considered -

The report of the Corporate Director - Strategic Resources which asked the Committee to consider the ongoing arrangements made within the County Council in respect of achieving Value for Money and how overall assurance was obtained about the effectiveness of such arrangements.

Tony Law (Team Leader BES, Policy Partnerships and Communities) introduced the report and, together with the Corporate Director – Strategic Resources, responded to Members' questions.

Paul Thomson (Deloitte (External Audit)) highlighted that Deloitte would be expressing a view on the County Council's management arrangements, including the robustness of governance of decision-making, and the production of a report, such as the one now under consideration, was good practice.

Resolved -

That it be noted that this Committee is satisfied that the report currently under consideration adequately contributes to fulfilling the Committee's terms of reference regarding Value for Money.

113. Information Governance Annual Report

Considered -

The report of the Corporate Director - Strategic Resources which provided an update on information governance matters, developments in the County Council's information governance arrangements, details of related performance, and compliance with relevant legislation.

The Head of Internal Audit, in introducing the report, highlighted that there had been significant change and challenge during the year arising from the introduction of the General Data Protection Regulation and the Data Protection Act 2018. He also referred Members' attention to the number of data breaches made by County Council employees and reported that, whilst the total number of breaches had increased, this was due to greater awareness of the need to report breaches.

Following discussion, the Corporate Director – Strategic Resources commented that information governance continued to be a high risk area, although good progress had been made.

Resolved -

That the progress made in developing the County Council's information governance arrangements during the year be noted.

114. External Audit Planning Report to the Audit Committee for the Year Ending 31 March 2019

Considered –

Two planning reports of Deloitte, one relating to North Yorkshire County Council and the second relating to North Yorkshire Pension Fund. Each report advised of respective responsibilities in relation to Deloitte's forthcoming audit of the financial statements for the year ended 31 March 2019, and Deloitte's audit plan which included Deloitte's consideration of key audit judgements and Deloitte's planned scope.

Paul Thomson and Nick Rayner of Deloitte introduced the reports and responded to Members' questions. Paul Thomson and Nick Rayner confirmed that there were no issues arising from the work which Deloitte had undertaken to date. They also provided clarification that, if there was "a big hole" in the accounts, responsibility for spotting it lay primarily with Management rather than this Committee, although all parties had a duty to look for such situations.

County Councillor Jim Clark flagged-up that the County Council was involved in arrangements with NHS organisations such as Clinical Commissioning Groups whose finances were poorly managed, although he had been assured, by the Corporate Director – Strategic Resources, that the County Council was not at risk in that regard. Paul Thomson advised that Deloitte would be looking carefully at the situation.

In response to Members' questions, the Corporate Director – Strategic Resources confirmed that he was satisfied with Deloitte's planning reports.

Resolved -

That the reports be noted.

115. Progress on the 2018/19 Internal Audit Plan

Considered -

The report of the Head of Internal Audit which advised of the progress made to date in delivering the 2018/19 Internal Audit Plan and, in particular:- contingency and counter fraud work; information governance; variations to the 2018/19 audit plan; follow-up of agreed actions; and the outcome of an external assessment of Veritau.

The Head of Internal Audit, in introducing the report, highlighted that the South West Audit Partnership had undertaken an external assessment of Veritau's internal audit working practices and had given Veritau the highest possible rating available under the Public Sector Internal Audit Standards. It was also reported that, overall, the findings of the external assessment were very positive. Members congratulated Veritau on the outcome of this external assessment.

In response to a Member's request, the Head of Internal Audit undertook to arrange for Internal Audit to look at the procedures operating in the Health and Adult Services Directorate, under which a considerable outstanding debt had recently been written-off, and for Internal Audit to satisfy themselves that the procedures in place were appropriate and operating correctly.

Resolved -

- (a) That the progress made in delivering the 2018/19 Internal Audit programme of work, and the variations agreed by the client officer, be noted.
- (b) That Veritau be congratulated on the outcome of the external assessment of Veritau's internal audit working practices.
- (c) That the proposed action plan arising from the external assessment of Veritau's internal audit working practices, as set out at Appendix 4, be noted.

116. 2019/20 Internal Audit Plan Consultation

Considered -

The report of the Head of Internal Audit seeking the Committee's views on priorities for internal audit in 2019/20 to inform preparation of the 2019/20 Internal Audit Plan.

The Head of Internal Audit, in introducing the report, highlighted that the draft Plan was set out at Appendix 1 and that this was an opportunity for Members to influence items in the Plan.

In response to Members' questions, the Head of Internal Audit clarified that Management within each school was responsible for making arrangements to ensure that the school complied with the General Data Protection Regulations. He also confirmed that Veritau had the necessary resource to provide the level of assurance which this Committee required.

Resolved -

That the draft Internal Audit Plan for 2019/20, as set out at Appendix 1, be noted.

117. Counter Fraud and Associated Matters

Appendices 2 and 3 to the report for this item of business were considered in private. Members of the public have no right of access to Appendices 2 and 3 to the report

Considered -

The report of the Head of Internal Audit which advised of the number and type of investigations undertaken by Veritau during 2018/19 to date, and the outcome of the annual Fraud Risk Assessment and the adequacy of the counter fraud policy framework.

The Head of Internal Audit introduced the report and responded to Members' questions.

The Corporate Director – Strategic Resources provided confirmation that he was satisfied that the County Council's systems were robust, subject to a "huge health warning".

Resolved -

That the investigations carried out by Veritau in 2018/19 to date, and the outcome of the annual Fraud Risk Assessment, be noted.

118. Central Services Directorate – Internal Audit Work and Control Matters

Considered -

- (a) The report of the Head of Internal Audit which advised:- of the internal audit work performed during the year ended 31 January 2019 for the Central Services Directorate, including the opinion of the Head of Internal Audit for each of the specific systems or areas under review; and that the Head of Internal Audit was satisfied with the progress which had been made by Management to implement previously agreed actions necessary to address identified control weaknesses.
- (b) The report of the Corporate Director - Strategic Resources which provided an update on progress against the areas for improvement identified for the Central Services Directorate in the Annual Governance Statement, together with details of the latest Risk Register for the Central Services Directorate.

The Head of Internal Audit and Michael Leah (Assistant Director - Strategic Resources) introduced the reports and responded to Members' questions.

Arising from discussion, the Corporate Director – Strategic Resources undertook to check the situation regarding communications to schools and school governors regarding secure emails following the cessation of the national GCSx secure email system.

In response to a request, the Corporate Director – Strategic Resources undertook to email to all Members of this Committee with a copy of the report considered recently by the Corporate and Partnerships Overview and Scrutiny Committee which identified the trend in the number of personal injury claims which the County Council received.

In response to a request from an Independent Member, the Corporate Director – Strategic Resources undertook to reinforce the importance of County Councillors including, on their mileage and subsistence claims, information which was sufficiently detailed to enable the claim to be processed without delay.

Resolved -

- (a) That the reports, including the key governance issues and the Risk Register for the Central Services Directorate, be noted.
- (b) That it be noted that this Committee is satisfied that the internal control environment operating in the Central Services Directorate is both adequate and effective.
- (c) That the Corporate Director – Strategic Resources reinforce the importance of County Councillors including, on their mileage and subsistence claims, information which is sufficiently detailed to enable the claim to be processed without delay.
- (d) That the Corporate Director – Strategic Resources email all Members of this Committee with a copy of the report considered recently by the Corporate and Partnerships Overview and Scrutiny Committee which identifies the trend in the number of personal injury claims which the County Council has received.

119. Audit Committee Programme of Work 2018/19

Considered -

The Committee's Work Programme.

Mr David Portlock highlighted that, in previous years, a working group had been set up to review the draft Statement of Final Accounts prior to its submission to this Committee for approval. It was suggested that a small working group should be formed again to review the 2018/19 draft Statement of Final Accounts.

The Chairman and Mr Nick Grubb reported orally that they had attended a recent CIPFA training session which had also been an excellent opportunity to network with Members of other authorities' audit committees.

Resolved -

- (a) That the Programme of Work, as set out in the report, be approved.
- (b) That Members contact the Corporate Director – Strategic Resources outside this meeting if they feel that a further training session concerning Treasury Management needs to be held for the Committee in order that Members feel confident in carrying out the Committee's terms of reference regarding Treasury Management.
- (c) That a working group, comprising the Chairman and/or Vice-Chairman and other Members/Independent Members of this Committee, be formed to review the 2018/19 draft Statement of Final Accounts prior to its submission to the Committee for approval.

The meeting concluded at 4pm.

RAG

NORTH YORKSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

21 June 2019

PROGRESS ON ISSUES RAISED BY THE COMMITTEE

**Joint Report of the Corporate Director – Strategic Resources
and the Assistant Chief Executive (Legal and Democratic Services)**

1.0 PURPOSE OF THE REPORT

1.1 To advise Members of

- (i) progress on issues which the Committee has raised at previous meetings
- (ii) other matters that have arisen since the last meeting and that relate to the work of the Committee

2.0 BACKGROUND

2.1 This report is submitted to each meeting listing the Committee's previous Resolutions and / or when it requested further information be submitted to future meetings. The table below represents the list of issues which were identified at previous Audit Committee meetings and which have not yet been resolved. The table also indicates where the issues are regarded as completed and will therefore not be carried forward to this agenda item at the next Audit Committee meeting.

Date	Minute number and subject	Audit Committee Resolution	Comment	Complete?
10.10.18	93 – Audit Committee Terms of Reference / Review of Effectiveness	That a working group be set up to undertake a review of the Committee's effectiveness and that the Chair and Gary Fielding seek working group volunteers via email.	In progress	X
07.03.19	107 – Progress on Issues Raised by the Committee	That the Committee's Chairman, Vice-Chairman, Mr Nick Grubb and Mr David Portlock be appointed to comprise a group, facilitated by Max Thomas to:- Discuss how this Committee is functioning; seek feedback from others such as the CD –SR and External Audit; review the findings; submit any proposed changes to a future meeting of the Committee for decision, and Full Council if	In progress	X

Date	Minute number and subject	Audit Committee Resolution	Comment	Complete?
		appropriate; and complete the CIPFA questionnaire with input from the CD – SR		
07.03.19	108 – Treasury Management Strategy	That the criteria used to assess organisations as having “high credit quality” be obtained from the County Council’s Investment Advisors and be circulated to Members.	This has now been circulated to Members.	✓
07.03.19	118 – Central Services Directorate – Internal Audit Work and Control Matters	That the CD – SR reinforce the importance of County Councillors including, on their mileage and subsistence claims, information which is sufficiently detailed to enable the claim to be processed without delay.	Latest position checked and improvement notes. Further reminder still to be progressed at some point.	X
07.03.19	118 – Central Services Directorate – Internal Audit Work and Control Matters	That the CD – SR email all Members of this Committee with a copy of the report considered recently by the Corporate and Partnerships MCB which identifies the trend in the number of personal injury claims which the County Council has received.	This report was circulated on 20 May 2019	✓
07.03.19	119 – Audit Committee Programme of Work 2018/19	That Members contact the CD – SR outside this meeting if they feel that a further training session concerning Treasury Management needs to be held for the Committee in order that Members feel confident in carrying out the Committee’s terms of reference regarding Treasury Management.	To date no Member has made contact to request this.	✓
07.03.19	119 – Audit Committee Programme of Work 2018/19	That a working group, comprising the Chairman and / or Vice-Chairman and other Members / Independent Members of this Committee, be formed to review the 2018/19 draft Statement of Final Accounts prior to its submission to the Committee for approval.	In progress	X

3.0 TREASURY MANAGEMENT

- 3.1 The Bank of England's Monetary Policy Committee (MPC) voted unanimously to maintain Bank Rate at 0.75% when they met on 2 May 2019. The MPC has noted that UK data could be unusually volatile in the near term, due to shifting expectations about Brexit in financial markets and among households and businesses.
- 3.2 Despite uncertainty relating to Brexit the Approved Lending List has remained largely static with very little change in terms of counterparties throughout the first quarter of the year.

4.0 RECOMMENDATION

- 4.1 That the Committee considers whether any further follow-up action is required on any of the matters referred to in this report.

GARY FIELDING
Corporate Director – Strategic Resources

BARRY KHAN
Assistant Chief Executive
(Legal and Democratic Services)

County Hall
NORTHALLERTON

21 June 2019

Background Documents: Report to, and Minutes of, Audit Committee meeting held on 7 March 2019

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE****21 June 2019****DRAFT STATEMENT OF ACCOUNTS 2018/19****Report of the Corporate Director – Strategic Resources****1.0 PURPOSE OF THE REPORT**

- 1.1 To consider a draft Statement of Final Accounts (SOFA) for 2018/19 for the County Council in advance of:
- (a) these accounts being audited by Deloitte during June and July 2019 and
 - (b) being re-submitted to this Committee for formal approval 22 July 2019 after the external audit has been completed.
- 1.2 To approve a Corporate Governance Working Group and its membership in order to provide further overview of the SOFA for 2018/19 and supporting documentation.

2.0 BACKGROUND

- 2.1 The Accounts and Audit Regulations set out the requirements and timelines for Member approval of Local Authority Accounts and one of the Terms of Reference for this Committee is to approve the Annual SOFA.
- 2.2 There is no requirement for Member approval of a draft SOFA at this stage in advance of consideration and review by External Audit.
- 2.3 The Accounts and Audit Regulations 2015 set out the requirements for the certification and publication of the accounts. The SOFA must be certified by the Section 151 (Chief Finance) Officer by 31 May and approved by Members (the Audit Committee) in advance of the certification and publication of the Accounts by 31 July. Therefore, the SOFA is being submitted to the Audit Committee in June for information and review/comment only, not formal approval.
- 2.4 The draft SOFA includes the draft Annual Governance Statement (AGS). At this stage it remains draft pending further work including output as a result of the Governance sub-group.
- 2.5 The final SOFA, after External Audit, will be re-submitted to this Committee on 22 July 2019 for formal approval.

3.0 **STATEMENT OF FINAL ACCOUNTS 2018/19**

- 3.1 The County Council's draft SOFA for 2018/19 is attached as a separate booklet circulated with the agenda after being certified by the Corporate Director – Strategic Resources on 30 May 2019.
- 3.2 The format and content of the SOFA must comply with CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom 2018/19. This Code prescribes the accounting treatment and disclosures for all transactions and balance sheet items of a Local Authority's Accounts and constitutes 'a proper accounting practice' under the terms of the Local Government Act 2003.
- 3.3 A summary sheet giving a brief explanation of the various statements included in the SOFA is attached as **Appendix A**.

4.0 **CHANGES REFLECTED IN THE 2018/19 SOFA**

- 4.1 There are two key changes to the Code of Practice that impact on the County Councils 2018/19 Accounting Policies, which were reported to the Audit Committee in March 2019.
- 4.2 The accounting policy for Long Term Investments and Financial Instruments (paragraphs 8 and 14 of the Statement of Accounting Policies within the Statement of Accounts) have now been updated to reflect changes required following the introduction of IFRS 9. The changes reflect the new classifications and accounting requirements for re-measurement of certain financial assets.
- 4.3 Minor changes have been reflected in paragraph 9 of the Statement of Accounting Policies within the Statement of Accounts for Accruals of Income and Expenditure to reflect the introduction of IFRS 15 by the CIPFA Code of Practice. IFRS 15 stipulates the accounting treatment for recognising revenue from contracts with customers. The County Council has reviewed its current practice in this area and the authority currently meets the requirements of IFRS 15, so no practical changes in how the County Council recognises revenue from contracts with customers is required in the 2018/19 accounts.

5.0 **REVENUE AND CAPITAL OUTTURN FOR 2018/19**

- 5.1 Revenue Budget and Capital outturn reports for 2018/19 were considered by the Executive on 21 May 2019. These reports and the spending details reported form only part of the information reflected in the full SOFA, which also includes a Balance Sheet, Cash Flow Statement, Group Accounts, Pension Fund Accounts etc.
- 5.2 The Council's in-year accounting and budgeting arrangements are designed to fit its organisational structure and are different to the statutory year-end requirements. Therefore, the management accounts have had to be reworked to fit these formal requirements.
- 5.3 The main differences between the County Council's management accounts and the published statutory accounts are set out at **Appendix B**.

5.4 Although the presentation of the figures in the SOFA (Income and Expenditure Account) is very different, the resulting changes do not affect the overall net expenditure to be funded from Central Government Grant, Business Rates and Council Tax or the levels of working balances.

6.0 **CERTIFICATION AND AUDIT OF ACCOUNTS**

6.1 The Accounts and Audit Regulations do not require formal Member approval of the Draft SOFA. However, Member consideration, approval and certification is required for the Final SOFA.

6.2 The Accounts and Audit Regulations require the responsible financial officer to sign and date the Draft SOFA by 31 May and certify that it presents 'a true and fair view of the financial position of the Authority at the end of the year and its income and expenditure for that year'.

6.3 The Chief Executive has also co-signed the SOFA recognising the unique position of the Chief Executive.

6.4 The responsible Financial Officer (Corporate Director – Strategic Resources) must also re-certify the Final version of the SOFA before it is approved by the Audit Committee.

6.5 The Accounts and Audit Regulations require that the External Auditor formally signs off the County Council's 2018/19 accounts by 31 July 2019. Deloitte will undertake the audit of the accounts during June and July 2019.

6.6 On completion of the external audit of the 2018/19 accounts a report from the Auditor will be submitted to the meeting of this Committee scheduled for 22 July 2019. Following consideration of the Auditor's report, the Committee will be asked to consider and approve the SOFA with the Chairman being asked to sign and date the Accounts prior to it being formally signed off by the External Auditor.

6.7 The Auditors' conclusion from their audit will also be reported through the Annual Audit Letter. This Letter will be submitted to a future meeting of this Committee and the Executive.

6.8 Any significant changes reflected in the Final SOFA compared with the Draft version attached, as a result of the audit, will be reported to Members.

6.9 In addition it is again proposed that a working group be created to support the Audit Committee in reviewing the SOFA and associated governance documents. It would be intended that a report from the working group is considered in advance of the SOFA at the next meeting of the Committee on 22 July 2019. The Committee are asked to identify who they would wish to be involved in this working group.

7.0 **AUDIT AND ACCOUNTS REGULATIONS 2015**

7.1 The requirements of the 2015 Accounts and Audit Regulations, all of which have been implemented in the 2018/19 accounts process, are as follows.

- (a) Certification of the Accounts by the S151 Officer and publication on the authority's website by 31 May from 2018/19.
- (b) The full SOFA has to be re-certified by the S151 Officer, approved by Members (this Committee), the external audit opinion to be issued and both published by 31 July from 2018/19.
- (c) Where the Audit of Accounts has not been concluded by 31 July a notice must be put on the authority's website stating that it has not been able to publish the statement of accounts and the reasons for this and then subsequently publish the accounts as soon as reasonably practical after the receipt of any report from the auditor.
- (d) The public's right of objection and inspection of the accounts and questioning of the auditor is through a single 30 working day period including the first 10 working days of June.
- (e) The SOFA must be available for public access for a period of not less than 5 years.

8.0 ANNUAL GOVERNANCE STATEMENT

- 8.1 The draft SOFA includes the draft Annual Governance Statement (AGS). The Statement has been considered by a Governance sub group, minor changes have been made and are reflected in the present version. Following consideration by the full Committee at this meeting, a final version of the AGS will be submitted on 22 July 2019 when this Committee is asked to formally approve the final SOFA.

9.0 RECOMMENDATION

- 9.1 That Members consider the draft Statement of Final Accounts for 2018/19 in advance of the accounts being audited and resubmitted to the Audit Committee on 22 July 2019 for formal approval.
- 9.2 That Members approve creation and identify members of a working group as set out in **paragraph 6.9**.

GARY FIELDING

Corporate Director – Strategic Resources

County Hall
Northallerton

21 June 2019

STATEMENT OF FINAL ACCOUNTS
Brief Explanation of Contents

(a) Narrative Statement

The purpose of this statement is to act as a guide to the most significant matters impacting on the County Council's finances. It gives provides commentary on the County Councils financial performance and value for money in its use of resources.

(b) Independent Auditor's Report

The report explains the auditors' responsibilities in relation to the Statement of Accounts. It also expresses an opinion on the Accounts and shows how this opinion was reached. The report also gives a value for money opinion in terms of the arrangements for securing economy, efficiency and effectiveness, (currently not included in draft SOFA).

(c) Statement of Responsibilities for the Statement of Accounts

This statement outlines the County Council's responsibilities for the Accounts under local government legislation and any other requirements. It also details the legal and professional responsibility for the Accounts of the Corporate Director – Finance and Central Services (i.e. Section 151 officer).

(d) Statement of Accounting Policies

This statement explains the principles, bases, conventions and rules applied by the County Council in preparing the Statement of Accounts.

(e) Expenditure and Funding Analysis

This statement demonstrates how the funding available to the County Council for the year has been used in providing services in comparison with those resources consumed or earned by the County Council

(f) Comprehensive Income and Expenditure Statement

This shows the Net Cost of the Services provided by the County Council and how this has been financed from general government grants and local tax payers. This Statement shows the accounting cost in the year of providing services in accordance with specified accounting principles, rather than the amount to be funded from taxation.

(g) Movement in Reserves Statement

This Statement shows the movement in the different reserves held by the County Council over the year. The Statement is analysed into usable reserves, those that can be applied to fund expenditure or reduce local taxation, and other unusable reserves.

(h) Balance Sheet

This is a statement of the overall financial position of the County Council at the end of the year and shows the Balances and Reserves at the County Council's disposal, its long term indebtedness and the fixed and net current assets employed in its operations.

(i) Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the County Council during the financial year. The Statement shows how the County Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

(j) Notes to the Core Financial Statements

These notes provide further details and explanation of the figures included in the Core Financial Statements.

(k) Group Accounts

The County Council conducts some of its activities through partnerships and separate undertakings. Some of these are not directly reflected in the statements (e) – (i) above due to legal and regulatory reasons. These Group Accounts are required to present a full picture of the County Council's economic activities and financial position in order to aid the primary financial statements.

(l) North Yorkshire Pension Fund Accounts

The Accounts show the income and expenditure of the North Yorkshire Pension Fund together with the financial position of the Fund on 31 March.

(m) Annual Governance Statement

This statement sets out the framework within which financial control and corporate governance is managed and reviewed by the County Council and the main components of the system. It also reports on significant identified weaknesses and the actions undertaken to rectify these.

APPENDIX B**MAIN DIFFERENCES BETWEEN THE MANAGEMENT ACCOUNTS
AND THE PUBLISHED STATUTORY ACCOUNTS****1.0 CAPITAL CHARGES**

In the SOFA, the County Council is required to adopt CIPFA's Capital Accounting Regulations which means that each service has to reflect a depreciation charge for the assets they use (land, building, plant and machinery etc.) Adjustments are also made for the following other types of capital charge:

- impairment of non-current (fixed) assets
- revaluation losses from the revaluation of property
- changes in the market value of Investment Properties
- amortisation of intangible assets
- revenue expenditure from capital under statute (capital expenditure that does not result in a County Council asset)

These capital charges replace the minimum revenue provision (MRP) for debt repayment which is included in the management accounts, and charged against the County Council's budget requirement. The MRP is therefore not charged to the Comprehensive Income and Expenditure Statement. Similarly, capital expenditure which is funded directly by the General Fund (funded by Council Tax, General Revenue Grant and Business Rates) is not charged to the Comprehensive Income and Expenditure Statement.

Capital charges are off-set by capital grants and contributions (which are used to fund expenditure on non-current (fixed assets)). These contributions are credited in full to the Comprehensive Income and Expenditure Statement in the year where the terms and conditions of these contributions have been satisfied but this treatment does not impact on the management accounts of the County Council. Where the conditions of these capital grants have not been met at year-end, the grant is held in the balance sheet as 'Capital Grant Unapplied'.

2.0 TRANSFERS TO AND FROM RESERVES

Transfers into, and expenditure funded from, reserves are not considered part of the net cost of services and are therefore not reflected at all within the Income and Expenditure Statement.

**3.0 EMPLOYER'S PENSION FUND CONTRIBUTIONS AND ADJUSTMENTS
INVOLVING THE PENSION FUND RESERVE**

Accounting for retirement benefits (IAS 19) requires that employer's contributions to pension schemes, reflected in service accounts should only consist of 'current service' costs. As the actual contributions made to the North Yorkshire Pension Fund by the County Council include an element of back-funding to recover the Pension Fund deficit, the service expenditure figures reported in the SOFA have to be adjusted to reflect the current service cost as calculated by the Fund actuary.

In addition, the Comprehensive Income and Expenditure Statement also includes, as part of operating expenditure, the net impact of the notional return (County Council share) of the Pension Fund assets and the increase in accrued future pension liabilities.

The required changes also reflect the inclusion of the attributable share of Pension Fund assets and liabilities in the County Council's Balance Sheet. This reflects the County Council's commitment to the Pension Fund but does not mean however that legal title or obligation has passed from the trustees of the Pension Fund to the employer.

4.0 COUNCIL TAX AND BUSINESS RATES (COLLECTION FUND) ACCOUNTING

The County Council's Income and Expenditure Statement includes the Authority's share of the carried forward Council Tax and Business Rates Collection Fund surpluses and deficits of each of the seven District Councils at the year end. This is in place of the estimated sums at the previous year end that have been paid over to the County Council during the year and used for Budget/Council Tax setting purposes in future years.

5.0 HOLIDAY AND FLEXI PAY ACCRUAL

The County Council has to charge the Income and Expenditure Statement with an estimate of accrued and untaken Annual Leave and Flexi Leave at 31 March. This figure includes a substantial figure for untaken Teacher's (and other schools-based staff) holiday pay, in relation to the days worked and taken as holiday in the Spring Term at each school. This adjustment is purely notional and does not impact on the County Council's budget requirement or level or working balances (GWB).

6.0 GAINS AND LOSSES ON THE DISPOSAL ON NON-CURRENT (FIXED) ASSETS

An example of this would be where a School acquires Academy status and there is an automatic transfer of the ownership of the Land and Building of the school premises to the School's Board of Governors for nil value. Such a notional loss does not, however, impact on the day to day management accounts or level of general working balances.

7.0 OTHER DIFFERENCES

Certain other transactions such as interest earned and paid, precept payments to other bodies etc. are not considered as part of the net cost of services and are required to be shown as separate items below service expenditure totals in the Income and Expenditure account. Similarly some Government Grants and Funding sources are required to be shown as overall general funding, rather than being included in the Income and Expenditure Statement as Service income.

NORTH YORKSHIRE COUNTY COUNCIL

STATEMENT OF ACCOUNTS 2018/19

CONTENTS

	Page
NARRATIVE REPORT	4
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS	17
STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS.....	20
STATEMENT OF ACCOUNTING POLICIES.....	21
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT 2018/19	36
MOVEMENT IN RESERVES STATEMENT	38
BALANCE SHEET AS AT 31ST MARCH 2019	40
CASH FLOW STATEMENT – YEAR ENDED 31ST MARCH 2019.....	42
NOTES TO THE CORE FINANCIAL STATEMENTS.....	44
1. PRIOR PERIOD ADJUSTMENTS.....	44
2. ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED.....	44
3. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES	44
4. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF UNCERTAINTY	45
5. EXPENDITURE AND FUNDING ANALYSIS	46
6. TRADING ACTIVITIES.....	51

7. COUNCIL TAX INCOME	52
8. NON-DOMESTIC RATES	52
9. GRANT INCOME	53
10. PENSION ARRANGEMENTS	55
11. AUDIT FEES	60
12. PRIVATE FINANCE INITIATIVE (SERVICE CONCESSIONS).....	60
13. LEASES.....	64
14. RELATED PARTY TRANSACTIONS.....	65
15. POOLED FUNDS.....	67
16. DISCLOSURE OF REMUNERATION	68
17. EXIT PACKAGES / TERMINATION BENEFITS.....	71
18. MOVEMENT IN PROPERTY, PLANT AND EQUIPMENT.....	72
19. VALUATION OF NON-CURRENT ASSETS	74
20. DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT	74
21. MAJOR AREAS OF CAPITAL SPENDING.....	75
22. CAPITAL EXPENDITURE, CAPITAL FINANCING AND THE CAPITAL FINANCING REQUIREMENT	76
23. LONG TERM CREDITORS.....	77
24. INTANGIBLE ASSETS	77
25. INVESTMENT PROPERTY	78
26. HERITAGE ASSETS	79
27. CURRENT ASSETS HELD FOR SALE	79
28. CASH AND CASH EQUIVALENTS.....	80
29. LONG TERM INVESTMENTS.....	80
30. LONG TERM DEBTORS.....	81
31. SHORT TERM DEBTORS.....	82
32. SHORT TERM CREDITORS.....	82
33. PROVISIONS.....	83
34. USABLE RESERVES	85
35. UNUSABLE RESERVES	87
36. MATERIAL CONTINGENT LIABILITIES.....	91
37. EVENTS AFTER THE BALANCE SHEET DATE	92
38. DEDICATED SCHOOLS GRANT	92

39. FINANCIAL INSTRUMENTS.....	93
GROUP ACCOUNTS	107
NORTH YORKSHIRE PENSION FUND	126
ANNUAL GOVERNANCE STATEMENT	156
GLOSSARY OF TERMS	187

Contact us

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NARRATIVE REPORT

INTRODUCTION

1. The County Council's accounts for the year ended 31st March 2019 are presented in the format laid down in *The Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 (The Code)*: issued by the Chartered Institute of Public Finance and Accountancy and in accordance with the International Accounting Standards Board framework for the preparation and presentation of financial statements as interpreted by the code. The Code is based upon International Financial Reporting Standards (IFRS).
 - (a) **the Narrative Report**; the purpose of this Report is to act as a guide to the most significant matters impacting on the County Council's finances. It gives an indication of where the County Council's money comes from, what it is spent on and what services it provides as well as its financial position and assisting in the interpretation of the accounting statements
 - (b) **the Independent Auditor's Report**; this explains the auditor's responsibilities in relation to the Statement of Accounts. It also expresses an opinion on the Accounts and shows how this opinion was reached. The report also gives a conclusion on value for money in terms of the arrangements for securing economy, efficiency and effectiveness
 - (c) **the Statement of Responsibilities for the Statement of Accounts**; this outlines the County Council's responsibilities for the Accounts under local government legislation and any other requirements. It also shows the legal and professional responsibility for the Accounts of the Corporate Director – Strategic Resources
 - (d) **the Statement of Accounting Policies**; which explains the principles, bases, conventions and rules applied by the County Council in preparing the Statement of Accounts
 - (e) **the Comprehensive Income and Expenditure Statement**; this shows the Net Cost of the Services provided by the County Council and how this has been financed from general government grants and local tax payers. This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting principles, rather than the amount to be funded from taxation
 - (f) **the Movement in Reserves Statement**; this statement shows the movement in the different reserves held by the County Council over the year. The statement is analysed into usable reserves, those that can be applied to fund expenditure or reduce local taxation, and other unusable reserves
 - (g) **the Balance Sheet**; this is a statement of the financial position of the County Council and shows the Balances and Reserves at the County Council's disposal, its long term indebtedness and the long term and net current assets employed in its operations
 - (h) **the Cash Flow Statement**; this statement shows the changes in cash and cash equivalents of the County Council during the financial year. The statement shows how the County Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities
 - (i) **notes to the Core Financial Statements**; these provide further details and explanation of the figures included in the Core Financial Statements
 - (j) **Group Accounts**; the County Council conducts some of its activities through partnerships and separate undertakings. Some of these are not directly reflected in the statements (e) – (i) above due to legal and regulatory reasons. These Group Accounts are required to present a full picture of the County Council's economic activities and financial position in order to aid the primary financial statements

- (k) **the North Yorkshire Pension Fund Accounts;** which show the income and expenditure of the North Yorkshire Pension Fund together with the financial position of the Fund on 31st March 2019
- (l) **the Annual Governance Statement;** this sets out the framework within which financial control and corporate governance is managed and reviewed by the County Council and the main components of the system. It also reports on significant identified weaknesses and the actions undertaken to rectify these.

SUMMARY OF REVENUE SPENDING

2. The main components of the final Revised Budget for 2018/19 and a comparison with the actual position are set out below:-

	Final Revised Budget £m	Actual £m	Variation £m
Directorate Net Expenditure			
Children and Young People's Service	68.7	75.8	7.1
Business and Environmental Services	79.9	76.0	(3.9)
Health and Adult Services	152.7	152.7	0.0
Central Services	57.8	57.3	(0.5)
Corporate Miscellaneous	8.8	3.6	(5.2)
	<u>367.9</u>	<u>365.4</u>	<u>(2.5)</u>
Financed by:			
Revenue Support Grant	7.6	7.6	0.0
Business Rates (Central Government)	46.2	46.4	0.2
Business Rates (District Councils)	18.9	18.5	(0.4)
Precept Income (including arrears)	288.9	288.9	0.0
Contribution from Reserves	6.3	6.4	0.1
	<u>367.9</u>	<u>367.8</u>	<u>(0.1)</u>
	<u>0.0</u>	<u>2.4</u>	<u>2.4</u>
General Working Balance			
Start of Year	27.3	27.3	0.0
(Deficit) / Surplus in Year	0.0	2.4	2.4
Transfer to Earmarked Reserves	0.0	(0.1)	(0.1)
Transfers (to) / from Strategic Capacity Reserve	0.0	(2.4)	(2.4)
Closing Balance	<u>27.3</u>	<u>27.2</u>	<u>(0.1)</u>

The spending, financing and surplus figures reported above are also not the same as those reported in the Comprehensive Income and Expenditure Statement. This is because of a number of statutory accounting transactions that are required to be reflected in the Comprehensive Income and Expenditure Statement. A brief reconciliation of the two sets of figures are as follows:-

	Net Expenditure £m	Funding £m	Net £m
County Council's Actual Directorate Net Expenditure	365.4	(367.8)	(2.4)
Different treatment of some Government Funding	16.7	(16.7)	0.0
Other required accounting entries reflected in the Income and Expenditure Statement			
- Capital Accounting	154.1	(63.5)	90.6
- Collection Fund Accounting	0.0	(0.4)	(0.4)
- Accumulated Absences Adjustment	(2.8)	0.0	(2.8)
- Pension Accounting	18.7	0.0	18.7
- Movement in Earmarked Reserves	(1.8)	6.5	4.7
Net expenditure / funding and surplus per Comprehensive Income and Expenditure Statement	<u>550.3</u>	<u>(441.9)</u>	<u>108.4</u>

WHAT THE MONEY IS SPENT ON AND HOW IT IS FINANCED

3. The following table sets out how the money was spent:-

	£m	%
Children and Young People's Service	505.6	49
Business and Environmental Services	155.9	15
Health and Adult Services	261.8	25
Central Services	74.3	7
Corporate Miscellaneous	7.4	1
Gross Cost of Services	<u>1005.0</u>	
Precepts Paid to Other Authorities	0.7	0
Interest Payable	29.5	3
Capital Adjustment Account Movements	(90.4)	(9)
IAS 19 Pension Adjustments *	(7.5)	(1)
Reserve Movements	(2.2)	0
Loss on Disposal of Fixed Assets	103.9	10
Accumulated Absences Adjustment	2.8	0
= Actual Spending financed from Income, Government Grants, Council Tax, Business Rates and other Government funding	<u>1,041.8</u>	<u>100</u>

* This figure represents the Actual Employer Contributions made to the Pension Fund, less the current service costs (as determined by the County Council's actuary) less Early Retirement costs.

4. The following table sets out the sources of finance:-

	£m	%
Government Specific Grants		
- Dedicated Schools Grant	298.0	28
- Other Specific Grants	79.7	8
Council Tax from District Council Collection Funds	288.9	28
Fees and Charges etc.	218.3	21
Uniform Business Rates proceeds	65.0	6
Government Revenue Support Grant	7.6	1
Capital Grants	63.5	6
Other General Government Funding	16.7	2
Interest and Investment Income	3.1	0
Corporate Trading Account Surplus	0.6	0
Dividends Received	0.4	0
	<u>1,041.8</u>	<u>100</u>

5. The County Council employed 11,295 full time equivalent staff at the end of the financial year and a breakdown across Service Directorates is as follows:

	No.	No.
Central Services		1,549
North Yorkshire Education Service		845
Children and Young People's Service		
Schools	5,815	
Other	1,049	6,864
Business and Environmental Services		529
Health and Adult Services		1,508
		<u>11,295</u>

CAPITAL EXPENDITURE

6. In 2018/19 the County Council spent £128.1m on capital expenditure and a comparison with the original and revised Capital Plan is set out below:-

	Original Budget £m	Revised Budget £m	Actual £m
Capital Plan	118.7	132.7	127.1
Other expenditure on fixed assets funded directly from the revenue budget	0.4	0.4	1.0
	<u>119.1</u>	<u>133.1</u>	<u>128.1</u>

Actual Capital Plan spending was therefore £127.1m compared with an Original Capital Plan of £118.7m approved in February 2018 and a Revised Capital Plan of £132.7m approved in February 2019.

In addition, £1.0m was spent on Fixed Assets from Directorate revenue budgets, principally on plant and equipment. The above Capital expenditure was funded as follows:-

	£m	%
Borrowing		
- from external sources	0	0
- from internal sources (cash balances)	14.6	11
Grants from Government Departments	98.6	77
Contributions from External Bodies	3.7	3
Capital Receipts from Sale of Assets etc.	3.9	3
Direct Revenue Funding	6.3	5
	<u>127.1</u>	<u>99</u>
Expenditure on Fixed Assets funded directly from Revenue Budgets	1.0	1
	<u>128.1</u>	<u>100</u>

7. The major part of this capital expenditure related to spending on programmes in Children and Young People's Service and Business and Environmental Services. There were no large individual schemes.

8. Total outstanding borrowing for capital purposes as at 31st March 2019 was £305.5m, which includes both external borrowing and borrowing from internal sources and consists of the following:-

	£m
External Borrowing	
Public Works Loans Board (PWLB)	265.1
Other Institutions	20.0
Total External Borrowing	<u>285.1</u>
Temporary Borrowing from Internal Cash Balances	20.4
Total Capital Spending funded by borrowing	<u>305.5</u>
PFI and Leases	158.1
Total Borrowing	<u>463.6</u>

The Capital Financing Requirement (CFR) at 31st March 2019 was £463.6m which includes the Capital Borrowing Requirement of £305.5m reported above together with other long term Private Finance Initiative (PFI) and finance lease liabilities of £158.1m.

LOCAL GOVERNMENT PENSION FUND

9. This Statement of Accounts includes a section on the Accounts of the North Yorkshire Pension Fund. The impact of the County Council's participation in this Fund is reflected in the County Council's Accounts based upon the requirements of IAS 19 Employee Benefits. IAS 19 requires that pension costs are recorded in the year in which the benefit entitlements are earned by the employees rather than the year in which the pensions and employers' contributions are actually paid. Also, any net liability arising from a deficit on the Pension Fund should be reflected on the Balance Sheet as calculated under the prevailing market conditions.
10. The results of the 2016 Triennial Valuation were produced in 2016/17 when the Actuary completed a detailed analysis of the Fund's liabilities. These results have been used as the basis for the IAS 19 calculations from 2016/17 and to determine employer contribution rates from 2017/18 to 2019/20. In the years between each Triennial Valuation, approximations are used to calculate the IAS 19 figures, as permitted in the guidance.

Assets increased in value by 7.4% over the year, principally due to strong global equity returns. Over the year liabilities increased by 6.4%. Full details of the management of the Fund and its investment performance are available in the Annual Report of the Fund.

11. The total reported pension liability of the County Council has decreased over the year from £452m to £427m. This decrease, £25m, is due to changes to the assumptions used by the Actuary.

The North Yorkshire Pension Fund has an investment strategy in place to address its funding deficit. At the 2016 Triennial Valuation the appropriate employer contributions were set which included deficit contributions for the first three (2017/18, 2018/19 and 2019/20) of the remaining 24 years of the deficit recovery plan.

Due to its nature, the liability will not occur immediately as it represents benefit payments to pensioners over their lifetime. As a significant proportion of the membership is still actively contributing to the Fund which means that liabilities will be spread in excess of 50 years.

CHANGES IN ACCOUNTING POLICY

12. Minor changes have been reflected in paragraph 9 of the Statement of Accounting Policies for Accruals of Income and Expenditure to reflect the introduction of IFRS 15 by the CIPFA Code of Practice. IFRS 15 stipulates the accounting treatment for recognising revenue from contracts with customers. The County Council has reviewed its current practice in this area and the authority currently meets the requirements of IFRS 15 so no practical changes in how the County Council recognises revenue from contracts with customers is required in the 2018/19 accounts.

Changes have also been reflected in paragraphs 8 and 14 of the Statement of Accounting Policies for Long Term Investments and Financial Instruments to reflect the introduction of IFRS 9 by the CIPFA Code of Practice. IFRS 9 is a complex accounting standard and addresses the accounting treatment for the classification, measurement and impairment of financial instruments. The County Council now recognises and measures financial assets at either amortised cost, at fair value through profit and loss or at fair value through other comprehensive income. The accounting policy also explains that the County Council now reviews all of its financial assets held at amortised cost to assess the risk of expected future cash flows not being received. There have been no other significant changes in Accounting Policy for the 2018/19 Accounts.

CHANGES TO THE STATEMENT OF ACCOUNTS

13. The main changes to the Statement of Accounts are as a result of the CIPFA Code of Practice adopting IFRS 9 Financial Instruments. This has seen significant changes in the way investments are classified which has been reflected in Disclosure Note 39 - Financial Instruments. The new standard states that investments in equity should be recognised as fair value through profit and loss, which would result in changes in valuation impacting upon the County Council's General Fund balance and its revenue budget. To mitigate this, the Code allows councils to elect to treat equity investments as fair value through other comprehensive income. The County Council has therefore elected to designate its shareholdings in its non-consolidated subsidiaries and a joint venture as fair value through other comprehensive income. The County Council also holds a pooled investment in a property fund. Any changes in valuation are also required to be recognised as fair value through profit and loss, which again would impact upon the County Council's general fund balance and revenue budget. The Ministry of Housing, Communities and Local Government (MHCLG) has permitted a temporary (5 year) statutory override for English local authorities to mitigate the impact of these changes in valuation. The council will utilise the statutory override to account for any changes in the value of this investment.

MATERIAL CONTINGENT LIABILITIES

14. The County Council has identified areas where a present or past obligation has resulted in the possibility of a future liability being incurred:-
- Deprivation of Liberty Safeguards; and
 - Court of Appeal judgement on public sector pension schemes.

The nature and expected financial implications of these events have resulted in the inclusion in the Notes to the Core Financial Statements in Note 36 Material Contingent Liabilities.

GROUP ACCOUNTS

15. The 2018/19 Code of Practice requires all Local Authorities to consider their relationships with associated companies, strategic partnerships, joint ventures and any other service delivery vehicles and to produce Group Accounts where a significant exposure to economic benefits or financial risks can be established.

Work has been undertaken to document all the entities connected with the County Council and their financial relationship. Following Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on Group Accounts, it has been established that the County Council has group relations with:-

- Align Property Partners Limited;
- Brierley Homes Limited;
- First North Law Limited;
- NYnet Limited;
- SJB Recycling Limited;
- Veritau Limited;
- Yorkshire Purchasing Organisation; and
- Yorwaste Limited.

Two of these bodies have been consolidated into the financial statements of the County Council and a full set of equivalent "group" financial statements have been produced. The Companies that have been consolidated and have a major impact on the County Council's financial results are in relation to:-

- NYnet Limited, a company providing a broadband infrastructure in North Yorkshire; and
- Yorwaste Limited, a subsidiary waste disposal company.

Align Property Partners Limited, SJB Recycling Limited, Veritau Limited, First North Law Limited and Brierley Homes Limited have not been included in the 2018/19 Group Accounts as their values do not materially impact on the group financial position.

Yorkshire Purchasing Organisation are not consolidated into the financial statements as the County Council does not exert a significant level of influence over their activities.

The full set of Group Accounts and the financial implications are seen on pages 107 to 125.

THE COUNCIL PLAN

16. The Council Plan 2019-23 details how we intend to adapt to meet the challenges up until 2022. It sets out our vision and values and describes a three pronged approach - to provide leadership, enable individuals, families and communities to do the best for themselves, and to ensure the delivery of our own high quality services.

The plan identifies four key ambitions for 2023:-

- Every child and young person has the best possible start in life;
- Every adult has a longer, healthier and independent life;
- North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations; and
- We are a modern council which puts our customers at the heart of what we do.

The plan describes how the Council needs to continue to change, details some of our recent achievements and sets out our priorities for action for the next four years. It also details where our funding comes from and what it is spent on.

PERFORMANCE AND BUDGET MONITORING

17. Reports are submitted on a Quarterly Basis (30th June, 30th September, 31st December and 31st March) to the County Council's Executive on Performance and Budget Monitoring issues. The key issues covered in these Reports can be summarised as follows (alongside a very brief summary of the position to date as at 31st March 2019):-

Performance

North Yorkshire County Council has well developed performance and financial processes which maintain rigour around delivering outcomes within a sustainable fiscal environment. Our Internal Performance Management Framework has been refreshed with a more rigorous focus on delivery of ambitions set out in our Council Plan. Each quarter, the Executive receive an update on Corporate Performance, but with an in depth focus on one of our four ambitions. Our approach to assessing and delivering Value for Money has also developed. During 2019/20 we will continue to develop the corporate performance framework and indicator set so we can carefully monitor performance, and continue with benchmarking exercises that may help us find further efficiencies.

Revenue Budget

A bottom line net saving of £2.5m has been achieved. A simplified approach to reserves was agreed by County Council in 2015/16 which sees the GWB held at "policy" level and any unallocated balance in excess of this level is transferred to "Strategic Resources". The £2.5m operational underspend, therefore, increases the Strategic Resources reserve. Total usable reserves at 31st March 2019 were £211.4m consisting of the GWB of £27.2m, Strategic Capacity of £39.8m and other earmarked reserves of £144.4m.

Capital Expenditure and Financing

Gross Capital spend of £127.1m was £5.6m below the last Capital Plan update of £132.7m in January 2018 and £8.4m above the Original Plan in February 2018. After accounting for £2.1m less capital income however there was a net capital underspend of £3.5m. Allowing for corporate capital plan variations of £2.9m, an adjusted net underspend of £0.6m is being carried over into 2019/20. Financing of the Capital spend included £3.2m capital receipts resulting from the sale of land and property. After utilising other capital income the balancing figure of £14.6m has increased the level of internal borrowing.

Annual Treasury Management

Long Term external debt reduced from £287.5m as at 31st March 2018 to £285.1m at 31st March 2019, through scheduled loan repayments and no new external borrowing being taken. The average interest rate of this debt was 4.37% at 31st March 2019. The total borrowing requirement in the year was £5.0m which increased the total internal capital financing to £20.4m at 31st March 2019. The total underlying borrowing need at 31st March 2019 was therefore £305.5m consisting of £285.1m external debt and £20.4m internally financed capital debt. For cash invested in 2018/19, the average rate of interest achieved was 0.82% which outperformed the average 7-day market rate of 0.51% and the average bank rate of 0.67%. The average daily balance loaned out was £421.2m with the balance at 31st March 2019 being £459.6m of which £228.5m belonged to other organisations who are part on the County Council's investment pool arrangements.

STRATEGIC DOCUMENTS

18. The County Council produces a number of key cross-cutting strategic documents which can be accessed at www.northyorks.gov.uk and provide more strategic context to the annual Statement of Financial Accounts:-

Policy or Plan

Purpose of Policy or Plan

Constitution

Sets out how the County Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. It also details our policy framework which includes documents which are approved by the full County Council.

A Plan for Economic Growth

Outlines the County Councils vision for economic growth and identifies its role in supporting this aspiration. Economic growth can lead to a better quality of life for people wishing to live and work in North Yorkshire.

The Council Plan

This is the cornerstone of the County Councils policy framework. It provides the basis for all that the County Council does and for the many other plans and strategies that must be produced. It will help shape the County Councils budgets.

Medium Term Financial Strategy

Sets out how resources will be put in place to support the delivery of the Council Plan and to enable priorities and service objectives to be achieved.

Children and Young People's Plan:
Young and Yorkshire 2

For all children, young people and their families living in North Yorkshire. The plan sets out the County Councils vision and priorities.

Transformation Plan for Children
and Young People's Emotional
and Mental Health

For children and young people's emotional and mental health, working in partnership with local clinical commissioning group.

Strategy for School Improvement

Strategy and support for partnership working with schools and settings to improve outcomes for all children and young people.

Corporate Equality Policy Statement	The County Council is committed to equality and to making fair treatment an important part of everything which the County Council does. This statement sets out how the County Council will achieve these aims.
Joint Health and Wellbeing Strategy	Produced by the Health and Wellbeing Board. Explains what health and wellbeing priorities the board has set in order to tackle identified needs. It is not about taking action on everything at once, but about setting priorities for joint action and making a real impact on people's lives.
Closing the Gap in Early Years	A strategy for all early years providers, practitioners and local authority services working with young children from 0-5 years.
Local Development Framework	The County Council, as the minerals and waste planning authority for the parts of the County outside the Yorkshire Dales and North York Moors National Parks, has a statutory duty to prepare a Minerals and Waste Development Framework, containing proposals and policies to guide minerals and waste planning decisions.
Local Transport Plan	Set of documents that the Government requires all local transport authorities to produce. The plan sets out the County Councils plans and strategies for maintaining and improving all aspects of the local transport system over a set period of time.
Let's Talk Less Rubbish Waste Strategy	This strategy sets out how waste in York and North Yorkshire will be dealt with in the next 20 years.
Carers Strategy – Caring for Carers 2017-22	Caring for carers sets out North Yorkshire's over-arching strategy for promoting carers' health and wellbeing. It has been produced by the health and wellbeing board for North Yorkshire, working on behalf of local residents. It is an all-ages strategy, aimed at supporting carers to both continue caring and to have a life of their own.
Strategic Plan for SEND Education Provision 0-25, 2018-23	This plan sets out what we will do to develop and improve education provision for children and young people with SEND in North Yorkshire.

The County Council must also abide by the Freedom of Information Act 2000 – which intends to promote openness and accountability among public bodies by ensuring that people have rights of access to information that is held by them.

Under the General Data Protection Regulation (GDPR) North Yorkshire County Council is classified as a 'data controller'. This means the County Council has a duty of care towards the personal data that it collects and uses.

TRADE UNIONS

19. In order to comply with the Trade Union (Facility Time Publication Requirements) Regulations 2017 please find below data relating to the employment of relevant union officials by North Yorkshire County Council for the year ended 31st March 2019.

Unions Recognised	UNISON (Central)	NEU (NUT) (Education)	NEU (ATL) (Education)	VOICE (Education)	NAHT (Education)	NAS/UWT (Education)
Number of relevant Union officials during the period	6	2	1	1	1	3
FTE of Union Officials during the period	4.24	1.63	0.54	0.17	0.15	1.02
Percentage of working time spent on facilities time	100%	100%	100%	100%	100%	100%
Total cost of facility time	£198,752	£61,662	£20,188	£5,162	£7,676	£34,943
Total pay bill	£194,898,424	£223,415,417	£223,415,417	£223,415,417	£223,415,417	£223,415,417
Percentage of pay bill for facility time	0.102%	0.028%	0.009%	0.002%	0.003%	0.019%
Paid trade union activities:- Percentage of the hours spent on trade union activities	1.02%	0% - voluntary	0% - voluntary	0% - voluntary	0% - voluntary	0% - voluntary

RISKS AND UNCERTAINTIES AFFECTING THE COUNTY COUNCIL

20. This note identifies the principal risks and uncertainties that are likely to impact on the County Council together with the main trends and factors likely to affect future development, performance and the position of the County Council. Many of these are financial and relate to the ability of the County Council to be able to provide statutorily required services and meet public expectation against a background of reducing financial resources.

Key risks to the financial position of the County Council as identified in the February 2019 Budget / Medium Term Financial Strategy (MTFS) report are broken down into 2 key areas – corporate risks and more specific service pressures:-

Corporate risks include:-

- the UK leaves the European Union with sub-optimal arrangements resulting in difficulties in recruitment, data protection, price uncertainty and supply chain difficulties, price pressures from contractors, increased demands on services from customers and businesses; and adverse impacts upon the local economy and infrastructure and environmental standards;
- failure to design and implement a coherent savings and transformation programme “Beyond 2020” which delivers the forecast funding shortfall resulting in short term and sub optimal savings decisions i.e. service cuts;
- inadequate funding available to the County Council to discharge its statutory responsibilities and to meet public expectation for the remainder of the decade resulting in legal challenge, unbalanced budget and public dissatisfaction;
- ineffective information governance arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to Freedom of Information requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc.
- failure to take advantage of Devolution opportunities and to deliver the ambition of Sustainable Economic Growth, through for example the delivery of the right housing and transport whilst protecting the outstanding environment and heritage, resulting in reduced investment and impact on the growth and jobs, inability to attract, retain and grow businesses and raise living standards across North Yorkshire;

- a major corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution;
- the under achievement of savings 2019 to 2021/22;
- further reduction in funding from Central Government;
- risk of adverse weather conditions;
- increase in unfunded responsibilities;
- acceleration of inflation above assumptions within the MTFS for supplies and services and pay awards; and
- potential shortfall on Council Tax yield and collection of Business Rates based upon MTFS assumptions.

Service Specific Issues include:-

- major failure of provider/key providers results in the Directorate being unable to meet service user needs. This could be caused by economic performance or resource capabilities including recruitment and retention. The impact could include loss of trust in the Care Market, increased budgetary implications and issues of service user safety;
- failure to assess and manage the combined effects of changes in the national school policy and funding framework, demographics (both rising and falling as a result of housing market changes) and national and local political circumstances, resulting in a fragmentation of the network of services for children, growing numbers of unsustainable and/or failing schools, insufficient school places, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority;
- failure to shape and drive the configuration of the NHS from both a Commissioner and Provider perspective resulting in suboptimal maximisation of integration across the County Council's geographical area, a negative impact on the customer experience and the possibility of fragmented care and poor outcomes;
- failure to have a robust Safeguarding service in place results in risk to vulnerable children, adults and families and not protecting them from harm;
- potential increase in Looked After Children (LAC);
- potential increase in demand for Adult Social Care;
- potential increase in demand for SEND;
- commercial investments and
- erosion of Dedicated Schools Grant to underpin council services to schools.

Other key risks identified in the County Council's Corporate Risk Register and Statements of Assurance are:-

- failure to integrate Public Health, Social Care and NHS Commissioning, and where appropriate, integrate primary and community health provision to secure comprehensive, joined up services for people in their own homes and communities;

- market failure leading to cost pressures in the County Council supply chain;
- ineffective information governance arrangements;
- increased complexity and uncertainty in school organisation and funding arrangements; and
- failure to keep up with demand for services in light of challenging budgets and availability of staff.

Gary Fielding
Corporate Director – Strategic Resources
Central Services
County Hall
Northallerton

30th May 2019

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STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

The County Council is required to:

- (a) 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 authority, that officer is the Corporate Director – Strategic Resources;
- (b) manage its affairs to secure economic, efficient and effective use of resources and to safeguard its assets; and
- (c) approve the Statement of Accounts.

The Corporate Director – Strategic Resources is responsible for the preparation of the authority's Statement of Accounts in accordance with proper practices 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 Corporate Director – Strategic Resources has:

- (a) selected suitable accounting policies and then applied them consistently;
- (b) made judgements and estimates that were reasonable and prudent; and
- (c) complied with the local authority Code.

The Corporate Director – Strategic Resources has also:

- (a) kept proper accounting records which were up to date;
- (b) taken reasonable steps for the prevention and detection of fraud and other irregularities;
- (c) assessed the Authority's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern;
- (d) used the going concern basis of accounting on the assumption that the functions of the Authority and the Group will continue in operational existence for the foreseeable future; and
- (e) maintained such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

CERTIFICATE OF THE CORPORATE DIRECTOR – STRATEGIC RESOURCES

I certify that the Statement of Accounts 2018/19 presents a true and fair view of the financial position of the County Council and the North Yorkshire Pension Fund at the accounting date and their income and expenditure for the year ended 31st March 2019.

Gary Fielding
Corporate Director – Strategic Resources
30th May 2019

Co-signed by,
Richard Flinton
Chief Executive
30th May 2019

CERTIFICATE OF THE AUDIT COMMITTEE

I confirm that these Accounts were approved by the Audit Committee on 22nd July 2019 following completion of the External Audit

Chair of the Audit Committee
(to be signed at the 22nd July 2019 Audit Committee meeting)

STATEMENT OF ACCOUNTING POLICIES

1. General

The purpose of this statement is to explain the basis for the Recognition, Measurement and Disclosure of transactions and other events in the Accounts.

These Accounts have been prepared in accordance with *The Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 (The Code)*: issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The Code has adopted International Financial Reporting Standards (IFRS) for financial statements produced since 2010/11. The accounting policies adopted have been used consistently throughout the current and prior period unless stated otherwise. Any significant non-compliance with The Code is disclosed as part of the relevant financial statement.

The Accounts have been prepared on the historic cost basis as modified to include the revaluation of certain long term assets.

The Code requires that a Local Authority's Statement of Accounts are prepared on a Going Concern basis. This means that the accounts are based on the assumption that the County Council will continue in operational existence for the foreseeable future.

2. Property, Plant and Equipment

Recognition

All expenditure on the acquisition, creation or enhancement of Fixed Assets is capitalised on an accruals basis in the Accounts. Expenditure is capitalised, provided that the asset yields benefits to the County Council, for a period of more than one year, and it meets the accepted definition of capital expenditure in line with IAS 16 Property, Plant and Equipment. This excludes expenditure on routine repairs and maintenance which is charged direct to revenue. A de-minimis level of £20k has been adopted by the County Council in relation to capital expenditure.

Measurement

Assets are initially measured at cost, comprising all expenditure directly attributable to bringing the asset into working condition for its intended use. Borrowing costs incurred whilst assets are under construction are not capitalised. Assets are valued on the basis required by the Code and in accordance with the Appraisal and Valuation Standard issued by The Royal Institution of Chartered Surveyors (RICS). Asset Valuations are carried out on an agreed on-going basis by an external land and property consultancy organisation.

Assets are classified into the groupings required by The Code with assets being valued on the following basis:-

- Land and Buildings (other property) are included in the Balance Sheet at fair value in their existing use, net of any subsequent depreciation. Fair value is determined as the amount that would be paid for the asset in its existing use (existing use value) for assets for which there is an active market (e.g. offices) and Depreciated Replacement Cost (DRC) for assets for which there is not an active market (e.g. schools). Where there is an active market, fair value is defined as the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. Land and Buildings are re-valued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year end, but as a minimum every five years;
- Assets surplus to requirements are those assets that do not fall into any of the prior categories and are valued at fair value;

- Vehicles, Plant and Equipment are carried at historic cost net of any depreciation as a proxy for fair value;
- Assets under the course of construction are measured at historic cost; and
- Infrastructure assets, (mainly roads), are included in the Balance Sheet at historical cost, net of depreciation.

A full Revaluation of Property is undertaken on a five year “rolling programme”. A desk top review of property not being revalued in any given year is also undertaken annually to ensure valuations reflect a true and fair view of the carrying value of assets at the Balance Sheet date.

A Revaluation Reserve for those Assets recorded at fair value is held in the Balance Sheet made up of unrealised revaluation gains relating to individual Assets, with movements in valuations being managed at an individual asset level. Any decreases in value of an asset are recorded against the revaluation reserve to the extent that a balance of accumulated gains is recorded against the individual asset. Where the decrease in value is in excess of any balance held within the Revaluation Reserve the reduction is then charged to the relevant service line within the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1st April 2007 only, the date of this reserve’s formal implementation. Gains arising before that date were subsequently consolidated into the Capital Adjustment Account. Movement in the valuations of properties do not impact upon the General Working Balance and are not a charge or credit to Council Tax.

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); or,
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

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

Disposal and Non-Current Assets Held for Sale

When it becomes probable an Asset will be sold rather than the County Council recovering the economic value through its continuing use, it is reclassified as an Asset Held for Sale. Assets Held for Sale are marketed with the expectation of disposal within 12 months of the financial period end.

The asset is revalued before reclassification and then measured at fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is charged to Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

Receipts from the disposal of Assets are accounted for on an accruals basis. When an asset is disposed of, the value of the asset in the Balance Sheet is written off to the Other Operating Expenditure line of the Comprehensive Income and Expenditure Statement, as is the disposal receipt. These amounts are not a charge or receipt to Council Tax as the cost of Fixed Assets is fully provided for under separate arrangements for capital financing. The asset value written off is appropriated to the Capital Adjustment Account, the capital receipt to the Usable Capital Receipts Unapplied Reserve, via the Movement in Reserve Statement. Any revaluation gains that have accumulated in the revaluation reserve are transferred to the Capital Adjustment Account.

Capital Receipts have been used to finance capital expenditure based on the policy of the County Council.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment with a finite useful life (this can be determined at the time of acquisition or revaluation) according to the following policy:-

- Property assets are split into three specific components; Land (which is not depreciated), the Main Structure of the Building and the Mechanical and Electrical Services of the Building. Each component is depreciated separately at rates representative of their estimated remaining useful lives;
- Infrastructure is depreciated over a 40 year period; and
- Vehicles, Plant, Furniture and Equipment are depreciated over a number of years depending on the nature of the asset. This is normally six years.

Depreciation is calculated on a straight-line basis with no residual value being assumed. Depreciation has been charged in the year of asset acquisition and also in the year of revaluation.

Depreciation is charged to the Comprehensive Income and Expenditure Statement but does not impact on Council Tax and is written off to the Capital Adjustment Account via the Movement in Reserves Statement. Where non-current assets have been re-valued the excess depreciation, above the historic cost depreciation, is transferred from the Revaluation Reserve to the Capital Adjustment Account.

3. Heritage Assets

Heritage Assets are non-current assets that are intended to be preserved in trust for future generations because of their historical, artistic, scientific, technological, geophysical or environmental qualities. They are held and maintained principally for their contribution to knowledge and culture.

The County Council does not currently have any Heritage Assets held within the Balance Sheet.

It is anticipated that any acquisition of Heritage Assets will be made by donation. Where an item is donated and it is deemed appropriate, valuations will be sought from an independent external valuer.

Heritage Assets are measured at valuation where available and the asset is recognised within the Balance Sheet. Valuations are reviewed with sufficient frequency to ensure measurement remains current.

Where the County Council considers that obtaining full valuations for assets would involve a disproportionate cost in comparison to the benefits to the users of the financial statements the asset is not recognised in the Balance Sheet, but included in the accounts as a disclosure.

Where Heritage Assets are held within the Balance Sheet, the carrying amounts will be reviewed where there is evidence of impairment i.e. where an item has suffered physical deterioration or breakage or where doubts arise to authenticity. Any impairment is recognised in accordance with the County Council's general policies on impairment.

If it is agreed to dispose of any Heritage Assets the proceeds are accounted for in accordance with the County Council's general provisions relating to the disposal of Property, Plant and Equipment. Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements for capital receipts.

Heritage Assets are not subject to depreciation as they are considered to have indefinite lives.

4. 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 at fair value, based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Properties are not depreciated but are revalued annually according to market conditions at the year end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Working Balance. The gains and losses are therefore transferred out of the General Working Balance in the Movement in Reserves Statement and allocated to the Capital Adjustment Account.

Rentals received in relation to Investment Properties are credited to the Financing and Investment Income line and result in a gain for the General Working Balance.

5. Intangible Assets

Intangible Assets represent Non-Current Assets that do not have physical substance, but are identifiable and are controlled by the County Council through custodial or legal rights. All purchased Intangible Assets are capitalised at historical cost in line with The Code.

In line with other Non-Current Assets, their useful economic life is determined based on the length of time that the benefit will accrue to the County Council. Based on the best estimate of the useful economic life, the intangible asset is charged to the relevant service lines within the Comprehensive Income and Expenditure Statement over this period. This is between three and 25 years on a straight line basis.

6. Charges to Revenue

Service Revenue Accounts, Support Services and trading accounts are charged with the following amounts to record the real cost of holding Fixed Assets throughout the year:-

- depreciation attributable to the assets used by the relevant service;
- impairment losses attributable to non-current assets used by the service; and
- amortisation of intangible assets attributable to the service.

The County Council does not raise Council Tax to cover depreciation, impairment loss or amortisations. The County Council does, however, make an annual provision from revenue to reduce its borrowing requirement (equal to approximately 4% of the Capital Financing Requirement). Depreciation, impairment losses, amortisation and gains or losses on the disposal of assets are therefore written out of the General Working Balance via the Movement in Reserves Statement, by way of an adjusting transaction within the Capital Adjustment Account.

7. Revenue Expenditure Funded from Capital under Statute

Revenue Expenditure Funded from Capital under Statute represents expenditure which may be properly capitalised, but which does not result in the creation of any Fixed Asset to the County Council. In line with the guidance contained in the Code, this expenditure is written off to the relevant service within the Comprehensive Income and Expenditure Statement in the year the expenditure is incurred, because the County Council does not control the economic benefits arising from this expenditure.

8. Long Term Investments

Shareholdings in associated companies are valued at historic cost based on the acquisition price paid. They continue to be valued based on historic cost because they are not available-for-sale, do not have a quoted market price in an active market and there are no future plans to sell these investments in the County Council's group companies. The fair value of these investments is, in effect, their historic cost.

Other long term investments, in the form of simple deposits with banks / building societies, are valued at amortised cost using the effective interest rate method, in accordance with IFRS 9.

9. Accruals of Income and Expenditure and Revenue Recognition

The accounts of the County Council are, in general, maintained on an accruals basis in accordance with recognised accounting policies. The Accounts reflect sums due to or incurred by the County Council during the year, whether or not the amount has actually been received or paid in the year. Appropriate provision has been made, therefore, for Creditors and Debtors at 31st March 2019.

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

Revenue is defined as income arising as a result of the Council's normal operating activities and where income arises from contracts with service recipients it is recognised when or as the Council has satisfied a performance obligation by transferring a promised good or service to the service recipient.

Revenue is measured as the amount of the transaction price which is allocated to that performance obligation.

Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract unless the difference immaterial.

Supplies are recorded as expenditure when they are consumed - where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.

Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

Where revenue and expenditure have been recognised but cash has not been received or paid, a Debtor or Creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of Debtors is written down and a charge made to revenue for the income that might not be collected.

10. Grants

Revenue grants are accrued and credited to income in the period in which the conditions of the grant have been complied with and there is reasonable assurance that the grant or contribution will be received. Where this is in advance of the related expenditure being incurred an Earmarked Reserve is credited to reflect the expenditure commitments in future years. Where the grant or contribution is for capital purposes then the grant income is recognised in the year it is received, although this is subject to any outstanding conditions having been met. Capital Grant income recognised in the Comprehensive Income and Expenditure Statement in advance of the related expenditure is transferred to the Capital Grants Unapplied Reserve. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried on the Balance Sheet as Creditors (Income in Advance).

This accounting treatment for grants is in accordance with IAS 20 Accounting for Government Grant.

11. VAT

Income and Expenditure transactions exclude any amounts relating to VAT as all VAT collected is payable to HM Revenue & Customs and all VAT paid is recoverable from them.

12. Leases

The County Council, as lessee, has entered into leasing arrangements of both an Operating and Finance Lease nature. Where under IAS 17 Leases it is judged that substantially all of the risks and rewards incidental to the ownership of an asset have been transferred, then the lease is classified as a Finance Lease. A Finance Lease gives rise to the recognition of the Fixed Asset on the Balance Sheet together with a corresponding liability for future payments. Rental payments made under a Finance Lease are apportioned between a charge to write down the lease liability within the Balance Sheet and an element for finance charges, this is based upon the original rent payable on the lease agreement.

The County Council acts as the lessor on a number of properties under Operating Lease arrangements (a lease which is not classified as a Finance Lease as described above). Rental income is credited to the cost of services on a straight-line basis over the period of the lease.

The County Council has reviewed its operational contractual arrangements to determine whether any embedded leasing of assets exists within these types of arrangements.

13. Private Finance Initiative (PFI) and Service Contracts

PFI contracts are fixed term agreements whereby the County Council receives a service from a PFI contractor and the responsibility for making available the Fixed Assets needed to provide the services passes to the PFI contractor. These Fixed Assets are deemed to be owned by the County Council because:-

- the County Council control the services that are provided under its PFI schemes for the duration of the fixed term contract; and
- ownership of the Assets pass to the County Council at the end of the contract for no additional charge.

If the PFI arrangement meets the above two criteria, it is the Accounting Policy of the County Council to carry the Assets used under this type of contract onto its Balance Sheet. In addition the County Council recognises a liability for amounts due to the PFI operator to pay for those assets for the duration of the PFI Contract.

The Assets associated with PFI Contracts, which are recognised on the Balance Sheet are depreciated and revalued in the same way as all other Property, Plant and Equipment directly owned by the County Council.

The amounts payable to the PFI contractor on an annual basis for the provision of services are referred to as Unitary Charges. The Unitary Charge is split into the following elements:-

- payment for the provision of day-to-day services during the year. These are charged to the relevant directorate service headings in the Comprehensive Income and Expenditure Statement;
- payment towards reducing the liability associated with the cost of the Asset. This is included within the annual Minimum Revenue Provision which the County Council sets aside to repay external debt and liabilities; and
- interest charges on the outstanding Balance Sheet liability which are charged against Interest Payable in the Comprehensive Income and Expenditure Statement.

14. Financial Instruments

A Financial Instrument is defined as: "any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another". Although this covers a wide range of items, the main implications are in terms of investments and borrowings.

As reflected in the CIPFA Accounting Code of Practice, the accounting standard on Financial Instruments, IFRS 9 covers the concepts of recognition, measurement, presentation and disclosure.

A financial asset or liability should be recognised on the Balance Sheet when, and only when, the holder becomes a party to the contractual provision of the instrument.

Financial Assets

There are three main classes of financial assets held by the County Council which are measured at:

- Amortised cost
- Fair value through profit and loss (FVPL), and
- Fair value through other comprehensive income (FVOCI)

The council largely holds investments to collect contractual cashflows i.e. payments of interest and principal. Most of the council's financial assets are therefore classified as amortised cost, except for those that are not solely payment of principal and interest.

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (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 Council, 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.

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

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 arrive in the Surplus or Deficit on the Provision of Services. The council's current investments that fall under FVPL are in property funds and are measured at market price, as quoted market prices exist for this type of investment. As these gains or losses impact on the General Fund balance, a statutory override has been agreed with the MHCLG, so any loss or gain is reversed and recorded in the Financial Instruments Revaluation Reserve, unless funded from capital in which case through the Capital Adjustments Account. Any gain or loss will only be realised when the investments are sold.

IFRS 9 Financial Instruments sets out that investments in equity should be classified as fair value through profit and loss unless there is an irrevocable election to recognise changes in fair value through other comprehensive income. The Council will assess each investment that falls in to this category on an individual basis and assign an IFRS 9 category (amortised cost, FVPL or FVOCI). The assessment will be based on the underlying purpose for holding the financial instrument.

Financial Assets Measured at Fair Value through Other Comprehensive Income (FVOCI)

The County Council has equity instruments designated at FVOCI which are its investments in non-consolidated subsidiaries and joint ventures. The Council has made an irrevocable election to designate these equity instruments as FVOCI on the basis that these are held for non-contractual benefits, not held exclusively for trading but for strategic purposes. These assets were transferred to the new category on 1 April 2018. The fair value of these long term investments is based on the principle that they are not available-for-sale, do not have a quoted market price in an active market and there are no future plans to sell these investments in the County Council's group companies. The fair value of these investments is, in effect, their historic cost. Dividend income is credited to Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement when it becomes receivable by the County Council. If there is a change in fair value, this is posted to Other Comprehensive Income and Expenditure and is balanced by an entry in the Financial Instruments Revaluation Reserve. When the asset is de-recognised, the cumulative gain or loss previously recognised in Other Comprehensive Income and Expenditure is transferred from the Financial Instruments Revaluation Reserve and recognised in the Surplus or Deficit on the Provision of Services.

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and

Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) 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 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 CIES is the amount payable for the year according to the loan agreement. Gains and losses (discounts and premiums) on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the CIES. If the County Council decides to write off these gains or losses on early repurchase / settlement then this can be done over 10 years or over the life of the new loan or over a shorter more prudent time scale. The CIES is charged with one year related costs with the rest being taken to the Financial Instruments Adjustment Account in the Balance Sheet via the Movement in Reserves Statement - General Working Balance. The accounting policy is to charge gains and losses to Net Operating Expenditure 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 CIES is spread over the life of the loan by an adjustment to the effective interest rate. Please note that this situation has not occurred and is not reflected in the current Statement of Accounts and is unlikely to occur in the future.

Expected Credit Loss Model

The Council recognises expected credit losses on all of its financial assets held at amortised Cost, where material.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower or investee 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.

Soft Loans

The County Council has the power to advance loans to Voluntary Organisations at less than market rates (soft loans). When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement, charged to the relevant service, for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. Interest is credited at a marginally higher effective rate of interest than the rate receivable from the Voluntary Organisations, with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provision requires that the impact of soft loans on the General Working 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 Working Balance is managed by a transfer to or from the Financial Instruments Revaluation Reserve in the Movement in Reserves Statement.

15. Inventories

Inventories have generally been included in the Accounts at weighted average cost price. Any obsolete and slow moving items are written off during the year and netted off against the value of the inventories shown in the Balance Sheet. No amounts are included for such items as inventories at Health and Adult Services residential homes, and inventories at special schools and outdoor education centres. It is considered that exclusion of these items does not have a material effect on the values stated.

16. Allocation of Support Services Costs

The costs of Support Services provided by Corporate Service Units have been allocated to the relevant Traded Services largely on the basis of the estimated time spent by officers. A proportion of the costs relating to the Central Services Directorate have been charged to the North Yorkshire Pension Fund in respect of the administration of the Fund.

17. Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provision has been made against relevant services within the Comprehensive Income and Expenditure for liabilities that have been incurred by the County Council, but where the amounts or dates on which they will arise are uncertain.

Provisions are required to be recognised when the County Council has a present obligation, as a result of a past event, where it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation, (IAS 37 Provisions, Contingent Liabilities and Contingent Assets).

When expenditure is incurred to which the provision relates, it is charged directly against the provision in the Balance Sheet and not against the Comprehensive Income and Expenditure Statement.

The estimated value and timing of 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 within the Income and Expenditure Statement.

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

Contingent Liabilities

A Contingent Liability arises where an event has taken place that gives the County 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 County Council. Contingent Liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent Liabilities are not recognised in the Balance Sheet but disclosed in a Note to the Core Financial Statements.

Contingent Assets

A Contingent Asset arises where an event has taken place that gives the County 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 County Council. Contingent Assets are not recognised in the Balance Sheet but disclosed in a Note to the Core Financial Statements where it is probable that there will be an inflow of economic benefits or service potential.

18. Reserves

The County Council maintains a General Fund Working Balance and also holds reserves earmarked for specific purposes which are detailed in note 34 to the Notes to the Core Financial Statements. These reserves together with the Capital Grant Unapplied Reserve and Capital

Receipts Unapplied Reserve are deemed to be distributable reserves, which can be utilised to support future expenditure.

Under arrangements for Local Management of Schools (LMS), budget allocations are made to individual establishments at the start of each financial year. Any under-spends or over-spends against budget allocations are carried forward into the following financial year's budget allocation by way of the LMS reserve.

When expenditure to be financed from a reserve is incurred, it is charged to the appropriate Service Income and Expenditure heading in that year and represents a charge against the Net Cost of Services. 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.

Non-distributable (unusable) reserves include the Revaluation Reserve, the Capital Adjustment Account, the Pension Reserve, the Accumulated Absences Reserve and the Collection Fund Adjustment Account Reserve. These represent "technical non-cash" reserves which are maintained to manage the accounting processes and other statutory accounting adjustments under regulations. These reserves do not represent usable resources available to the County Council or impact upon the level of local taxation and are not able to be utilised in support of service delivery.

19. Pensions

The pension liabilities of the County Council are to be accounted for using IAS 19 principles. The County Council participates in three different pension schemes which meet the needs of employees in particular services. The three schemes are:-

- The Local Government Pension Scheme, administered by the County Council;
- The Teachers' Pension Scheme administered by Capita on behalf of the Department for Education; and
- The NHS Pension Scheme administered by the NHS Business Services Authority on behalf of the Department of Health.

All three schemes provide members with defined benefits related to pay and service. However, the arrangements for the teachers' scheme and the NHS scheme mean that liabilities for these benefits cannot be identified specifically to the County Council. These schemes are therefore accounted for as if they are defined contribution schemes and no future liability for future payments or benefits is recognised in the Balance Sheet.

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefit pension scheme. In line with the accounting policies outlined in The Code, the County Council has complied with the requirements of IAS 19 Employee Benefits and in particular:-

- the assets of each scheme are measured at fair value;
- the attributable liabilities of each scheme are measured on an actuarial basis;
- quoted securities and unitised securities are measured at current bid-price, unquoted securities are measured using a professional estimate;
- the scheme liabilities are discounted at a rate based upon long dated, AA rated, corporate bonds which reflects the time value of money and the characteristic of the liability;

- the deficit in the scheme is the shortfall of the value of assets over the present value of liabilities;
- the interest cost is the allowance for one year's worth of the discount on the liabilities "unwinding" as the liabilities at the start of the period are one year closer to payment;
- the current service cost is the amount of money required at the beginning of the period to meet the cost of benefits accruing during the period;
- remeasurement of liabilities arises from changes in financial assumptions and demographic assumptions, as well as adjustments following the detailed analysis at each triennial valuation;
- settlements and curtailments are the increase or decrease in liabilities arising from current decisions where the effect relates to years of service earned in earlier years and is charged or credited to the Net Cost of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs;
- interest on assets is the expected one year's growth of the assets held at the start of the year;
- remeasurement of assets reflects the difference between actual and expected growth of assets over the year, as well as adjustments following each triennial valuation; and
- administration expenses are the costs of running the Fund attributable to the Council.

In assessing liabilities for retirement benefits at 31st March 2019 for 2018/19 Statement of Accounts, the Actuary assumed a discount rate of 0.2% real (2.4% actual), a rate based upon the current rate of return on a high quality corporate bond of equivalent currency and term to scheme liabilities. For the 2017/18 Statement of Accounts, the Actuary advised that a rate of 0.5% real (2.6% actual) was appropriate.

20. Trust Funds Administered by the County Council

Trust Funds administered by the County Council have not been included in the Balance Sheet, in accordance with the provisions of The Code.

21. Group Accounts

The County Council has financial relationships with a number of entities and partnerships and, as a result, is required to prepare Group Accounts in addition to its main financial statements. In preparing Group Accounts the County Council has followed CIPFA guidance and in general, the following policies have been applied:-

- all financial relationships within the scope of Group Accounts have been assessed;
- subsidiary company statutory accounts have been prepared under UK GAAP, this may give rise to inconsistent accounting treatments to those applied within the County Council's accounts. Where material difference in the accounting treatment applied within subsidiaries are identified the subsidiary accounts are aligned with the accounting policies of the County Council prior to consolidation;
- Associates and Joint Ventures have been accounted for in line with the provisions of IAS 28 Investment in Associates and IAS 31 Interest in Joint Ventures;
- simple investments have been left at their historic value in the County Council's Balance Sheet; and

- financial interests that do not have a material impact on the Group Accounting Statements have not been consolidated.

22. Council Tax and Non-Domestic Rates (NDR) Income

The Local Government Finance Act 2012 introduced a business rates retention scheme from 1st April 2013 that enables local authorities to retain a proportion of non-domestic rates generated in their area.

The Code of Practice on Local Authority Accounting provides guidance on how local authorities account for both Council Tax and NDR Income. Billing authorities in England maintain a separate fund for the collection and distribution of Council Tax and NDR and calculate surpluses or deficits on each.

The Billing Authority collects and distributes Council Tax on behalf of itself and other major preceptors such as the County Council and NDR on behalf of itself, the Government, the County Council and the Fire Authority. The collection of Council Tax and NDR by a Billing Authority is in substance an agency arrangement, and the cash collected by Billing Authorities belongs proportionately to the billing authority and other organisations mentioned above.

Council Tax and NDR income collected by Billing Authorities are credited to the relevant Collection Fund on an annual basis. The amount credited to the General Fund under statute for Council Tax is the County Council's precept or demand for the year, plus the authority's share of the surplus (or deficit) on the Council Tax Collection Fund for the previous year. The amount credited to the General Fund under statute for NDR is the County Council's share of estimated NDR income for the year, plus the authority's share of the NDR surplus (or deficit) on the Collection Fund for the previous year.

The Comprehensive Income and Expenditure Statement shows the value of accrued Council Tax and NDR Income in a financial year rather than the current year's actual income plus or minus the previous year's share of each Billing Authority's Collection Fund surplus or deficit on both Council Tax and NDR.

The difference between accrued income for Council Tax and NDR and actual income received does not impact on the General Working Balance or the Revenue Budget of the County Council in 2018/19, and is taken to the Collection Fund Adjustment Account in the Balance Sheet and included as a reconciling item in the Movement in Reserves Statement - General Working Balance.

The County Council also makes provision for the following values in its Balance Sheet at the year end for the following:-

- Debtor provision for the County Council's share of Council Tax and NDR arrears;
- Provision for bad debts of Debtors in relation to Council Tax and NDR arrears and appeals and backdated appeals for NDR;
- Creditor provision for Council Tax and NDR over-payments and pre-payments; and
- Creditor or Debtor provision where the billing authority has under or over collected Council Tax in-year against what it actually paid over to the County Council in 2018/19.

23. Cash and Cash Equivalents

Cash Equivalents are short term investments that are of a highly liquid nature. The County Council has deemed that deposit held within call accounts and other short term investments that have a

deposit term of one month or under and are held for the purposes of meeting short term cash commitments are categorised as Cash Equivalents.

In the Cash Flow Statement, Cash and Cash Equivalents are shown net of bank overdrafts that are repayable on demand where there is a right of offset.

24. Short Term Compensated Employee Benefits

The County Council in accordance with IAS 19 makes accruals for short term employee compensated absences such as untaken holiday pay and accumulated flexi time at the period end. These balances are recognised as Provisions and under statutory guidance an offsetting balance is included within the reserves section of the Balance Sheet.

Short term employee benefits are those due to be settled within 12 months of the year end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render service to the County Council. An accrual is made for the cost of holiday entitlements (or any form of leave e.g. time off in lieu, flexi balances) earned by employees but not taken before the year end which employees can carry forward into the next financial year. The accrual is charged against the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are ultimately charged to revenue in the financial year in which the holiday absence occurs.

25. Exceptional items

When items of income and expenditure are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the Notes to the Core Financial Statements, depending on how significant the items are to an understanding of the County Council's financial performance.

26. 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. Generally, the majority of prior period items arise from corrections and adjustments that are the natural result of estimates inherent in the accounting process. Such adjustments constitute normal transactions in the year in which they are identified, and are accounted for accordingly.

27. Events After the Balance Sheet Date

Events after the balance sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:-

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

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

28. Jointly Controlled Operations and Jointly Controlled Assets

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

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

29. Schools

The Code of Practice on Local Authority Accounting in the United Kingdom (The Code) confirms that the balance of control for Local Authority maintained schools (i.e. those categories of school identified in the School Standards and Framework Act 1998, as amended) lies with the Local Authority. The Code also stipulates that those schools' assets, liabilities, reserves and cash flows are recognised in the Local Authority financial statements (and not the Group Accounts). Therefore schools' transactions, cash flows and balances are recognised in each of the financial statements of the County Council as if they were the transactions, cash flows and balances of the County Council.

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT 2018/19

Year to 31st March 2018				Year to 31st March 2019		
Expenditure £000	Income £000	Net £000		Expenditure £000	Income £000	Net £000
531,449	(406,231)	125,218	Children and Young Peoples Service	505,588	(393,450)	112,138
134,989	(51,623)	83,366	Business and Environmental Services	155,879	(76,426)	79,453
244,375	(97,502)	146,873	Health and Adult Services	261,832	(102,111)	159,721
71,502	(8,846)	62,656	Central Services	74,280	(11,547)	62,733
963	(7,919)	(6,956)	Corporate Miscellaneous	7,361	(12,463)	(5,102)
<u>983,278</u>	<u>(572,121)</u>	<u>411,157</u>	Cost of Services	<u>1,004,940</u>	<u>(595,997)</u>	<u>408,943</u>
			Other Operating Expenditure			
		80,917	Loss on Disposal of Property, Plant and Equipment (note 20)			104,077
		0	Impairment of Assets Held for Sale (note 27)			0
		652	Precepts of Local Precepting Authorities			667
		<u>81,569</u>				<u>104,744</u>
			Financing and Investment Income and Expenditure			
		15,009	Interest payable and similar charges (note 39b)			29,479
		(1,843)	Interest receivable and similar income (note 39b)			(3,099)
		0	Financial Instruments (note 35f)			41
		(1,453)	Investment Properties; revaluation and impairment (note 25)			(414)
		(720)	(Surplus)/Deficit of trading activities (note 6)			(600)
		11,273	Net interest on the net defined pension benefit liability / (asset) (note 10)			11,175
		<u>22,266</u>				<u>36,582</u>
			Taxation and Non-Specific Grant Income (Analysis)			
		(272,423)	Council Tax Income (note 7)			(289,257)
		(62,248)	Non-Domestic Rates Income (note 8)			(64,897)
		(34,772)	Non-Ringfenced Government Grants (note 9)			(24,252)
		(63,408)	Capital Grants (note 9)			(63,472)
		<u>(432,851)</u>	Taxation and Non-Specific Grant Income			<u>(441,878)</u>
		<u>82,141</u>	(Surplus) or Deficit on Provision of Services			<u>108,391</u>

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT (continued)

Year to 31st March 2018			Year to 31st March 2019		
Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
		82,141			108,391
		0			0
		(83,141)			(89,023)
		(20,394)			(51,958)
		<u>(103,535)</u>			<u>(140,981)</u>
		<u>(21,394)</u>			<u>(32,590)</u>

This Statement shows the economic cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; which is different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement. The Comprehensive Income and Expenditure Statement reconciles the year on year change in the net assets and Reserves held in the Balance Sheet.

The statement is divided into two sections; the Surplus or Deficit on the Provision of Services and the Other Comprehensive Income and Expenditure. The Surplus or Deficit on the Provision of Services represents the IFRS-based accountancy cost of delivering services by the County Council.

Other Comprehensive Income and Expenditure includes movements in the fair value of assets and actuarial movements on pension balances that are not reflected within the Surplus or Deficit of Provision of Services. All the results described above derive from continuing activities of the organisation.

MOVEMENT IN RESERVES STATEMENT

	General Working Balance £000	Earmarked Reserves £000	Capital Receipts Unapplied Reserve £000	Capital Grants Reserve £000	Total Usable Reserves £000 (note 34)	Total Unusable Reserves £000 (note 35)	Total Authority Reserves £000
Movement in Reserves during 2018/19							
Balance at 31st March 2018	(27,270)	(186,387)	(3,129)	(23,034)	(239,820)	(794,924)	(1,034,744)
Comprehensive Expenditure and Income	108,350	0	0	0	108,391	(140,981)	(32,590)
Adjustments between accounting basis and funding basis under regulations	(106,124)	0	(147)	3,750	(102,521)	102,521	0
Net (Increase) / Decrease before Transfers to Earmarked Reserves	2,226	0	(147)	3,750	5,870	(38,460)	(32,590)
Transfers (to) / from Earmarked Reserves	(2,187)	2,187	0	0	0	0	0
(Increase) / Decrease in Year	39	2,187	(147)	3,750	5,870	(38,460)	(32,590)
Balance at 31st March 2019	(27,231)	(184,200)	(3,276)	(19,284)	(233,950)	(833,384)	(1,067,334)

MOVEMENT IN RESERVES STATEMENT (continued)

	General Working Balance £000	Earmarked Reserves £000	Capital Receipts Unapplied Reserve £000	Capital Grants Reserve £000	Total Usable Reserves £000 (note 34)	Total Unusable Reserves £000 (note 35)	Total Authority Reserves £000
Movement in Reserves during 2017/18							
Balance at 31st March 2017	(27,270)	(189,716)	(3,129)	(34,119)	(254,234)	(759,116)	(1,013,350)
Comprehensive Expenditure and Income	82,141	0	0	0	82,141	(103,535)	(21,394)
Adjustments between accounting basis and funding basis under regulations	(78,812)	0	0	11,085	(67,727)	67,727	0
Net (Increase) / Decrease before Transfers to Earmarked Reserves	3,329	0	0	11,085	14,414	(35,808)	(21,394)
Transfers (to) / from Earmarked Reserves	(3,329)	3,329	0	0	0	0	0
(Increase) / Decrease in Year	0	3,329	0	11,085	14,414	(35,808)	(21,394)
Balance at 31st March 2018	(27,270)	(186,387)	(3,129)	(23,034)	(239,820)	(794,924)	(1,034,744)

This Statement shows the movement in the year on the different reserves held by the County Council, analysed into “Usable Reserves” (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The “(Surplus) or Deficit on the provision of services” line shows the true economic cost of providing the County Council’s services, more details of which are shown in Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charges to the General Working Balance for Council Tax setting. The “Net increase /decrease before transfers to earmarked reserves” line shows the statutory General Working Balance before any discretionary transfers to or from earmarked reserves undertaken by the County Council.

BALANCE SHEET AS AT 31ST MARCH 2019

31st March 2018 £000		31st March 2019 £000
1,671,694	Property, Plant and Equipment (note 18)	1,661,305
36,459	Investment Property (note 25)	47,983
7,422	Intangible Assets (note 24)	6,456
14,018	Long Term Investments (note 29)	25,042
20,942	Long Term Debtors (note 30)	24,002
1,750,535	Long Term Assets	1,764,788
248,883	Short Term Investments (note 39a)	397,316
1,897	Inventories	2,155
88,883	Short Term Debtors (note 31)	96,088
49,867	Cash and Cash Equivalents (note 28)	59,110
170	Assets held for sale (note 27)	170
389,700	Current Assets	554,839
(93,116)	Short Term Borrowing (note 39a)	(258,663)
(83,197)	Short Term Creditors (note 32)	(92,024)
(2,103)	PFI Liability repayable within 12 months (note 12)	(3,003)
(10)	Finance Lease repayable within 12 months (note 13)	(11)
(2,804)	Provisions to be used within 12 months (note 33)	(3,064)
(12,308)	Capital Grant Receipts in Advance (note 9)	(12,369)
(193,538)	Current Liabilities	(369,134)
(2,863)	Long Term Creditors (note 23)	(3,698)
(157,089)	PFI Liability repayable in excess of 12 months (note 12)	(154,086)
(1,058)	Finance Lease repayable in excess of 12 months (note 13)	(1,047)
(9,492)	Provisions to be used in excess of 12 months (note 33)	(12,858)
(452,301)	Pensions Liability (note 10)	(427,450)
(285,079)	Long Term Borrowing (note 39a and 39d)	(258,096)
(4,071)	Capital Grant Receipts in Advance (note 9)	(25,924)
(911,953)	Long Term Liabilities	(883,159)
1,034,744	Net Assets	1,067,334

BALANCE SHEET AS AT 31ST MARCH 2019 (continued)

31st March 2018 £000		31st March 2019 £000
Usable Reserves		
27,270	General Working Balance (note 34a)	27,231
186,387	Earmarked Reserves (note 34b)	184,200
3,129	Capital Receipts Unapplied Reserve (note 34c)	3,276
23,034	Capital Grant Unapplied Reserve (note 34d)	19,284
239,820	Total Usable Reserves	233,991
Unusable Reserves		
336,975	Revaluation Reserve (note 35a)	383,895
3,480	Collection Fund Adjustment Account (note 35b)	3,897
0	Financial Instruments Adjustment Account	0
0	Financial Instruments Revaluation Reserve (note 35f)	(41)
(9,105)	Accumulated Absences Account (note 35c)	(6,335)
(469,099)	Pension Reserve (note 35d)	(435,849)
932,673	Capital Adjustment Account (note 35e)	887,776
794,924	Total Unusable Reserves	833,343
1,034,744	Total Reserves	1,067,334

The Balance Sheet is a statement of the financial position of the County Council as at the Balance Sheet date. It shows the assets and liabilities of the County Council; the net assets on the Balance Sheet are matched by reserves held by the County Council. The first category of reserves are usable reserves. These are reserves that the County Council may use to provide services subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of Unusable Reserves are those that arise from statutory accounting requirements and are not available to be used for service provision.

CASH FLOW STATEMENT – YEAR ENDED 31ST MARCH 2019

31st March 2018 £000		31st March 2019 £000
(82,141)	Net Surplus / (Deficit) on the Provision of Services - See Comprehensive Income and Expenditure Statement	(108,350)
	Adjust net surplus / (deficit) on the provision of services for non cash movements	
51,736	Depreciation / Amortisation (note 34a)	56,902
16,257	Impairment and revaluations charged to the provision of services (note 34a)	14,567
(338)	Movement in Creditors	(478)
(9,580)	Movement in Debtors	(8,593)
(202)	Movement in Inventories	(258)
1,827	Movement in Provisions (note 33)	3,626
8,744	Pensions Liability (note 10)	27,107
82,947	Carrying Amount of Non-current Assets sold (note 34a)	108,166
<u>0</u>	Other non-cash items charged to the provision of services	<u>0</u>
151,391		201,039
	Adjust for items included in the net deficit on the provision of services that are investing and financing activities	
(63,408)	Grants received for investment purposes (note 9)	(63,472)
(455)	Proceeds from the sale of property and other assets (note 22a)	(3,181)
(63,863)		(66,653)
<u>5,387</u>	Net cash flows from Operating Activities	<u>26,036</u>

CASH FLOW STATEMENT (continued)

31st March 2018 £000		31st March 2019 £000
5,387	Net cash flows from Operating Activities	26,036
	Investing Activities	
(84,141)	Purchase of Property, Plant and Equipment and Intangible Assets	(89,875)
0	Purchase of Short Term and Long Term investments	0
455	Proceeds from the Sale of Property (and other Assets)	3,181
22,335	Proceeds from Short Term and Long Term Investments	(159,498)
60,457	Other receipts for investing activities	93,856
(894)	Net cash flows from Investing Activities	(152,336)
	Financing Activities	
21,832	Cash receipts of Short and Long Term Borrowing	140,953
(1,575)	Other receipts from Financing Activities	(845)
(2,521)	Repayment of the outstanding liability of Finance Lease and similar arrangements (notes 12 and 13)	(2,113)
(21,443)	Repayment of Short and Long Term Borrowing	(2,452)
(179)	Other payments for Financing Activities	0
(3,886)	Net cash flows for Financing Activities	135,543
607	Net (Decrease) / Increase in Cash and Cash Equivalents	9,243
49,260	Cash and Cash Equivalents at the beginning of the reporting period	49,867
49,867	Cash and Cash Equivalents at the end of the reporting period	59,110
607		9,243

The Cash Flow statement shows the changes in cash and cash equivalents of the County Council during the reporting period. The statement shows how the County 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 County Council are funded by way of taxation and grant income or income generated from services provided by the County Council. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the County Council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of borrowing to the County Council.

NOTES TO THE CORE FINANCIAL STATEMENTS

1. Prior Period Adjustments

There have been no prior period adjustments.

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

CIPFA are considering the implications of adopting IFRS16 – Leases. This standard was originally expected to be adopted in the Statements of Accounts for 2019/2020 but this has been deferred for a year and will not be adopted until 2020/2021.

3. Critical Judgements in applying Accounting Policies

In applying the accounting policies as set out at the Statement of Accounting Policies the County Council has had to make critical judgements about complex transactions and those involving uncertainty about future events:-

- in the current economic environment there continues to be a degree of uncertainty about future levels of funding for local government. The County Council continues to review the provision of services by the Authority, in response to known and forecast future funding reductions;
- the County Council, via its external valuer, has conducted an impairment review on land and property assets not being revalued in 2017/18. As a result of this impairment review, it has been concluded no material impairment has occurred;
- 19 schools transferred to Academy Status in 2018/19. It is the County Council's policy to exclude academy schools from its Balance Sheet as it does not retain sufficient control over the schools service provision to warrant the recognition of the school as an asset. Typically the land and buildings of schools that transfer to academy status are transferred to the Academy Trust under a 125 year lease at a peppercorn rent. Further schools may transfer to Academy Status in 2019/20;
- the County Council does not recognise the Property of Voluntary-aided and Voluntary-controlled Schools (except where title of the land and buildings is held by the County Council) located on the Balance Sheet. It has been determined that this property is held by the Trustees of the relevant schools;
- the County Council has made estimates of the net pay liability to pay pensions which depend on a number of complex judgments and projections supported by the actuary, which include; the discount rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected future returns on Pension Fund Assets;
- the County Council carries its investments in its Group Companies at historic cost and does not re-value these investments on an annual basis because they are neither marketable or available-for-sale equity; nor is it possible to obtain a reliable market estimate of the net worth of the investments;
- to reflect the current economic and financial climate, the County Council has determined its Bad Debt Provision based on a range of factors including the aged-profile of debtors and recent changes to payment profile of debtors;
- judgement is required to determine whether the County Council can be reasonably assured that the conditions of grant and contribution income received have been met before recognising

them as income in the Comprehensive Income and Expenditure Statement. Where conditions require specified expenditure to have taken place, the grant monies will not be recognised until this has happened. Equally where conditions specify that a grant or contribution must be repaid in the event of non-expenditure, the income is not recognised until the conditions of the grant have been met; and

- the IFRS Code requires the County Council to consider the classification of leases between the categories of finance and operating on an annual basis. The distinction between the two categories is not clearly defined by the IFRS Code and an element of judgement is required to make the assessment in line with best practice.

4. Assumptions Made About the Future and Other Major Sources of Uncertainty

The Statement of Accounts contains estimated figures that are based upon assumptions made by the County Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors.

Pension Liability

Estimation of the net liability to pay pensions depends upon a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged by the County Council to provide expert advice about the assumptions to be applied, these assumptions may be adjusted on a yearly basis.

A sensitivity analysis around certain assumptions has identified the following changes to the pension deficit of £427m would occur if alternative assumptions were to be applied:-

- a +0.1%pa increase in the discount rate to be applied would reduce the pension deficit by £33.6m;
- a +0.1%pa increase in pension payments inflation would increase the deficit by £27.4m;
- a +0.1%pa pay growth would increase the deficit by £6.8m; and
- an additional 1 year increase in life expectancy would increase the deficit by £57.2m.

Property, Plant and Equipment

Assets are depreciated over the useful economic life that the asset (or components of the assets where appropriate) will be operational. The useful economic life of an individual asset is dependent upon maintaining an appropriate level of repair and maintenance expenditure on that asset. Should insufficient expenditure be incurred to properly maintain an asset then it may be the case that the useful economic life of that asset is reduced; this might give rise to an impairment or accelerated depreciation being required.

5. Expenditure and Funding Analysis

	Net Expenditure	Further Movement to Earmarked Reserves	Net Expenditure Chargeable to the General Fund	Adjustments between the Funding and Accounting Basis (Note 5)	Net Expenditure the Comprehensive Income and Expenditure Statement
	£000	£000	£000	£000	£000
Children and Young People's Service	75,776	4,022	79,798	32,340	112,138
Business and Environmental Services	76,080	(3,903)	72,177	7,276	79,453
Health and Adult Services	152,659	1,911	154,570	5,151	159,721
Central Services	57,315	3,500	60,815	1,918	62,733
Corporate Miscellaneous	3,598	(6,332)	(2,734)	(2,368)	(5,102)
NYES (formerly SmartSolutions)	(89)	(1,017)	(1,106)	1,106	0
Net Cost of Services	365,339	(1,819)	363,520	45,423	408,943
Other Operating Income and Expenditure			0	104,744	104,744
Financing and Investment Income & Expenditure			0	36,582	36,582
Taxation and non specific income and Expenditure	(367,831)	6,537	(361,294)	(80,584)	(441,878)
(Surplus) or Deficit	(2,492)	4,718	2,226	106,165	108,391
Opening General Fund Balance			(213,657)		
Less/Plus Surplus or (Deficit) on General Fund in Year			2,226		
Closing General Fund Balance at 31st March 2018			(211,431)		
General Working Balance			(27,231)		
Earmarked Reserves			(184,200)		
			(211,431)		

The Expenditure and Funding Analysis demonstrates how the funding available to the County Council for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. This statement also shows how this expenditure is allocated for decision making purposes between the County Council's directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

Comparative Expenditure and Funding Analysis 2017/18

	Net Expenditure £000	Further Movement to Earmarked Reserves £000	Net Expenditure Chargeable to the General Fund £000	Adjustments between the Funding and Accounting Basis £000 (Note 5)	Net Expenditure in the Comprehensive Income and Expenditure £000
Children and Young People's Service	70,862	13,355	84,217	41,001	125,218
Business and Environmental Services	67,053	1,662	68,715	14,651	83,366
Health and Adult Services	144,132	(5,309)	138,823	8,050	146,873
Central Services	56,579	2,871	59,450	3,206	62,656
Corporate Miscellaneous	15,078	(3,293)	11,785	(18,741)	(6,956)
SmartSolutions	0	(775)	(775)	775	0
Net Cost of Services	353,704	8,511	362,215	48,942	411,157
Other Operating Income and Expenditure	0	0	0	81,569	81,569
Financing and Investment Income & Expenditure	0	0	0	22,266	22,266
Taxation and non specific income and Expenditure	(361,154)	2,268	(358,886)	(73,965)	(432,851)
(Surplus) or Deficit	(7,450)	10,779	3,329	78,812	82,141
Opening General Fund Balance			(216,986)		
Less/Plus Surplus or (Deficit) on General Fund in Year			3,329		
Closing General Fund Balance at 31st March 2017			(213,657)		
General Working Balance			(27,270)		
Earmarked Reserves			(186,387)		
			(213,657)		

	Adjustments for Capital Purposes £000	Net change for the Pensions Adjustments £000	Other Differences £000	Total Adjustments £000
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts				
Children and Young People's Service	36,029	1,951	(5,640)	32,340
Business and Environmental Services	29,941	571	(23,236)	7,276
Health and Adult Services	3,661	1,554	(64)	5,151
Central Services	1,800	1,475	(1,357)	1,918
Corporate Miscellaneous	38	1,294	(3,700)	(2,368)
NYES	0	688	418	1,106
Net Cost of Services	71,469	7,533	(33,579)	45,423
Other Operating Income and Expenditure	104,077	0	667	104,744
Financing and Investment Income and Expenditure	0	11,175	25,407	36,582
Taxation and non specific income and Expenditure	0	0	(80,584)	(80,584)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	175,546	18,708	(88,089)	106,165

Comparative Movements in 2017/18

	Adjustments for Capital Purposes £000	Net change for the Pensions Adjustments £000	Other Differences £000	Total Adjustments £000
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts				
Children and Young People's Service	39,552	4,931	(3,482)	41,001
Business and Environmental Services	23,156	1,009	(9,514)	14,651
Health and Adult Services	5,330	2,802	(82)	8,050
Central Services	(91)	2,595	702	3,206
Corporate Miscellaneous	42	1,725	(20,508)	(18,741)
NYES	3	1,207	(435)	775
Net Cost of Services	67,992	14,269	(33,319)	48,942
Other Operating Income and Expenditure	80,917	0	652	81,569
Financing and Investment Income and Expenditure	0	11,273	10,993	22,266
Taxation and non specific income and Expenditure	0	0	(73,965)	(73,965)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	148,909	25,542	(95,639)	78,812
Segmental Income				
Income received on a segmental basis is analysed below:-				
Services		2018/19 £000	2017/18 £000	
Children and Young People's Service		(379,215)	(400,559)	
Business and Environmental Services		(64,332)	(53,270)	
Health and Adult Services		(106,063)	(99,746)	
Central Services		(20,900)	(16,071)	
Corporate Miscellaneous		(38,672)	(26,126)	
NYES		(56,074)	(55,170)	
Total income analysed on a segmental basis		<u>(665,256)</u>	<u>(650,942)</u>	

Expenditure and Income Analysed by Nature

	2018/19 £000	2017/18 £000
Expenditure		
Employee benefits expenses	423,076	473,417
Other services expenses	488,436	438,716
Depreciation, Amortisation, Impairment	106,497	84,515
Interest payments	31,329	15,694
Precepts and levies	667	652
Loss on the disposal of assets	104,077	80,917
Total expenditure	<u>1,154,082</u>	<u>1,093,911</u>
Income		
Fees, charges and other service income	(185,839)	(155,497)
Interest and investment income	(4,949)	(2,528)
Income from council tax, non domestic rates income	(354,154)	(334,671)
Government grants and contributions	(500,452)	(518,818)
Investment Properties	(297)	(256)
Total income	<u>(1,045,691)</u>	<u>(1,011,770)</u>
(Surplus) or Deficit on the Provision of Services	<u>108,391</u>	<u>82,141</u>

6. Trading Activities

The County Council operates a number of trading services. Details of those services with a turnover of greater than £2m are as follows:-

Service	2018/19				2017/18			
	Total Cost £000	Total Income £000	Transfer to / from Reserves £000	Net Surplus / (Deficit) £000	Total Cost £000	Total Income £000	Transfer to / from Reserves £000	Net Surplus / (Deficit) £000
Building Cleaning Services	8,946	8,283	(663)	0	7,878	8,465	587	0
County Caterers Service	20,777	19,714	(1,063)	0	18,079	18,431	352	0
Maintenance and Servicing Scheme	3,374	3,231	(143)	0	3,504	3,654	150	0
Outdoor Learning Service	2,166	2,110	(56)	0	2,348	2,097	(251)	0
Schools ICT Service	4,032	3,776	(256)	0	3,996	4,079	83	0
Staff Absence Scheme	4,031	3,507	(524)	0	3,825	3,963	138	0
Other Services (< £2 Million individually)	12,748	14,346	1,598	0	14,599	14,314	(285)	0
Total Results for Trading Units	56,074	54,967	(1,107)	0	54,229	55,003	774	0

During 2018/19, the Council's traded services, including insurance offered to schools, operated under the brand of North Yorkshire Education Service (NYES). This is an in-house arrangement which reflects a governance and reporting structure whereby such services are held accountable by a Board, chaired by the County Council's Chief Executive.

The net surplus / deficit on each traded activity is transferred to a reserve at the end of each financial year.

Trading operations are incorporated into the Comprehensive Income and Expenditure Statement. Some trading operations are an integral part of the County Council's services to the public, whilst others are support services to the Council's activities e.g. Cleaning. Where the trading activities are not integral to the Council's service obligations, the net financial position of the trading operations are identified within the Financing and Investment Income section of the Comprehensive Income and Expenditure Statement.

	31st March 2019 £000	31st March 2018 £000
Net surplus/ (deficit) included within Cost of Services	(1,707)	54
Net surplus / (deficit) credited to Financing and Investment Income and Expenditure	600	720
Net surplus / (deficit) on trading operations	<u>(1,107)</u>	<u>774</u>

7. Council Tax Income

Council Tax Income totalled £289.3m (£272.4m in 2017/18) consisting of:-

	2018/19 £000	2017/18 £000
Precept Income for year	287,758	271,549
Collection Fund surplus from previous years	1,095	3,226
Collection Fund Adjustment	404	(2,352)
	<u>289,257</u>	<u>272,423</u>

The precept income from Council Tax is equivalent to a basic amount of £1,248.85 for an average band D property.

8. Non-Domestic Rates

	2018/19 £000	2017/18 £000
Non-Domestic Rating Income for year from Districts	18,391	17,806
Collection Fund deficit from previous years	66	(428)
Business Rates Retention Scheme funding from Government	46,427	44,652
Collection Fund Adjustment	13	218
	<u>64,897</u>	<u>62,248</u>

9. Grant Income

The County Council credited the following grants and contributions to the Comprehensive Income and Expenditure Statement.

Credited to Taxation and Non-specific Grant Income

Non-Ringfenced Government Grants	2018/19		2017/18	
	£000	£000	£000	£000
Government Revenue Support Grant		7,557		19,119
Other Government Funding				
- Rural Services Delivery Grant	8,285		6,648	
- Business Rates Reliefs	5,599		2,329	
- New Homes Bonus	1,737		2,212	
- Private Finance Initiative	704		704	
- Local Services Support	370		645	
- Transitional Grant	0		2,962	
- Returned New Homes Bonus Topslice	0	16,695	153	15,653
		<u>24,252</u>		<u>34,772</u>

Capital Grants	2018/19	2017/18
	£000	£000
Local Transport Plan	42,356	31,323
School Condition Grant	8,016	8,535
Local Growth Deal Grant	6,454	8,027
DfT Pothole Grant	4,404	2,534
Other Capital Grants / Contributions	2,242	6,453
National Productivity Investment Fund Grant	0	3,604
Devolved Formula Capital Grant	0	2,932
Total	<u>63,472</u>	<u>63,408</u>

Revenue Grants Credited to Services	2018/19	2017/18
	£000	£000
Dedicated Schools Grant	297,963	318,787
Public Health	21,757	22,331
Education Funding Agency	12,749	14,029
Pupil Premium	12,475	13,476
Universal Infant Free School Meals	5,017	5,838
Physical Education & School Sport	4,294	3,850
Scarborough Opportunities Area	3,120	0
Skills Funding Agency	1,817	3,498
Adult Social Care Support Grant	1,515	2,434
3 & 4 Yr Old Extended Entitlement Early Roll Out	0	2,718
Education Services Support	0	1,750
Partners in Practice Grant	0	947
Other Grants	16,993	14,457
Total	<u>377,700</u>	<u>404,115</u>

The County Council has received a number of grants and contributions that have yet to be recognised as income as they have conditions attached to them that will require the grant to be returned if those conditions are not met. The balances at the year-end are as follows:-

Capital Grants and Contributions Received in Advance

	31st March 2019 £000	31st March 2018 £000
To be used within 1 year		
Local Growth Fund Grant	6,844	4,138
Local Transport Plan Grant	2,633	0
Pothole Action Fund Grant	1,990	4,047
Safer Roads Grant	547	0
Other	183	1,286
A1 Dishforth to Leeming Works	128	0
Environment Agency Grants	44	0
National Productivity Investment Fund Grant	0	1,500
Early Years Capital Grant	0	799
Dalton Bridge	0	538
Total	<u>12,369</u>	<u>12,308</u>

To be used in excess of 1 year

Safer Roads Grant	7,539	0
Private Contributions	6,468	2,858
Local Growth Fund	6,785	0
National Productivity Investment Fund	2,221	0
Other	1,735	37
Schools Devolved Capital Grant	1,176	1,176
Total	<u>25,924</u>	<u>4,071</u>

Capital Grants Credited to Services

	31st March 2019 £000	31st March 2018 £000
Local Growth Fund	24,901	10,838
Basic Need Grant	3,969	1,926
School Condition Grant	3,568	3,405
Devolved Formula Capital Grant	2,347	0
Other	242	354
Total	<u>35,027</u>	<u>16,523</u>

10. Pension Arrangements

As part of the terms and conditions of employment, the County Council offers retirement benefits to its employees. Although these benefits will not actually be payable until employees retire, the County Council has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement.

The County Council participates in three different pension schemes:-

- Local Government Pension Scheme, for employees other than teachers, administered by North Yorkshire County Council. This is a funded defined benefit scheme, meaning that the County Council and employees pay contributions into a fund, calculated at a level intended to balance pension liabilities with investment assets;
- Teachers' Pension Scheme, sponsored by the Department for Education (DfE). This is an unfunded defined benefit scheme, meaning that there are no investment assets built up to meet the pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due. The Actuary is unable to individually allocate a share of assets to scheme participants; this scheme is treated on the same basis as a defined contributions scheme for the purposes of these accounts.

Any discretionary enhancements to benefits awarded by the County Council remain the liability of the County Council and are paid monthly in addition to the pension paid by the DfE. These costs are accounted for on a defined benefit basis and are identified separately within the following report.

- NHS Pension Scheme, administered by the NHS Business Service Authority. This is an unfunded defined benefit scheme that the Council is required to account for as if it were a defined contribution scheme. This is because the Council's obligation is limited to paying contributions as they fall due, with no obligation to pay future benefits. Contributions paid in 2018/19 were £81k (2017/18 £81k).

The County Council recognises the cost of retirement benefits in the Net Cost of Services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the County Council is 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 (transferred) in the Movement in Reserves Statement - General Working Balance.

The following transactions have been made in the Comprehensive Income and Expenditure Statement for 2018/19:-

	Local Government Pension Scheme		Teachers' Pension Scheme		Total	
	2018/19 £000	2017/18 £000	2018/19 £000	2017/18 £000	2018/19 £000	2017/18 £000
Comprehensive Income and Expenditure Statement						
Net Cost of Service						
Current Service Cost	60,705	57,722	0	0	60,705	57,722
Past Service Cost (including curtailments)	519	967	0	0	519	967
Settlement Costs	0	0	0	0	0	0
Financing and Investment Income and Expenditure						
Net Interest Expense	10,840	11,001	335	272	11,175	11,273
Total post employment Benefits charged to the (Surplus) / Deficit on the Provision of Services	72,064	69,690	335	272	72,399	69,962
Other Post Employment Benefits charged to the Comprehensive Income and Expenditure Statement						
Remeasurement of the net defined benefit liability	(51,588)	(23,731)	(370)	3,337	(51,958)	(20,394)
Total Post Employment Benefits charged to the Comprehensive Income and Expenditure Statement	20,476	45,959	(35)	3,609	20,441	49,568
Movement in Reserves Statement						
Reversal of Net Charge to the (Surplus) / Deficit on Provision of Services	(72,064)	(69,690)	(335)	(272)	(72,399)	(69,962)
Actual amount charged against the General Fund Balance in the Year						
Employers' contributions payable to scheme	52,536	43,271				
Retirement benefits payable to pensioners			1,155	1,149		
					53,691	44,420

A comparison between the Net Cost of Service and the actual amount charged against the General Fund Balance in year shows that the costs disclosed for services are £9,843k higher than the amount charged against the General Fund. This is as a result of the following:

- The County Council's contributions of £52,536k to the Local Government Pension Scheme being replaced with a current service cost of £59,930k. This (£7,394k) adjustment equates to a 14.1% increase in employers pension costs;
- in addition, under IAS 19, the unfunded liability arising from enhanced teachers pensions requires that the cost of benefits paid in the year (£1,155k) is removed from the net cost of services as it relates to periods of service prior to 2018/19;
- a past service cost including curtailments and settlements of £519k relating to decisions taken on in previous financial years; and
- administration expenses of £775k.

Assets and Liabilities in Relation to Post-employment Benefits

Reconciliation of present value of the scheme liabilities (defined benefit obligation)

	Funded Liabilities		Unfunded Liabilities	
	Local Government Pension Scheme		Discretionary Benefits	
	2018/19	2017/18	2018/19	2017/18
	£m	£m	£m	£m
Opening balance at 1st April	(1,717.0)	(1,611.7)	(13.5)	(11.0)
Current Service Cost	(60.7)	(57.7)	0.0	0.0
Interest Cost	(44.2)	(41.5)	(0.3)	(0.3)
Contributions by scheme participants	(11.7)	(11.5)	0.0	0.0
Remeasurement liabilities	(101.1)	(38.0)	(0.3)	(3.3)
Demographic Assumptions (Gain)/Loss	74.6		0.7	
Benefits Paid	45.1	44.4	1.1	1.1
Settlements / Curtailments	(0.5)	(1.0)	0.0	0.0
Closing Balance at 31st March	<u>(1,815.5)</u>	<u>(1,717.0)</u>	<u>(12.3)</u>	<u>(13.5)</u>

Reconciliation of the fair value of the scheme assets

	Funded Liabilities		Unfunded Liabilities	
	Local Government Pension Scheme		Discretionary Benefits	
	2018/19	2017/18	2018/19	2017/18
	£m	£m	£m	£m
Opening balance at 1st April	1,278.2	1,158.8	0.0	0.0
Interest on Plan Assets	33.4	30.5	0.0	0.0
Remeasurement assets	78.1	61.7	0.0	0.0
Employer Contributions	44.1	60.1	1.2	1.1
Contributions by scheme participants	11.7	11.5	0.0	0.0
Settlements	0.0	0.0	0.0	0.0
Benefits Paid	(45.1)	(44.4)	(1.2)	(1.1)
Closing Balance at 31st March	<u>1,400.4</u>	<u>1,278.2</u>	<u>0.0</u>	<u>0.0</u>

The actual return on the scheme assets in the year was £111.5m (2017/18 £92.2m).

The liabilities show the underlying commitments that the County Council has in the long-run to pay for retirement benefits. The total net liability of £427.4m has a sustained impact on the net worth of the County Council.

However, statutory arrangements for funding the deficit mean that the financial position in relation to pensions remains healthy because:-

- the deficit on the local government scheme will be made good by setting appropriate contribution rates over the remaining working life of employees, as assessed by the scheme actuary; and
- finance is only required to be raised to cover the teachers' pension enhancements when the pensions are actually due to be paid.

Basis for estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc. The liabilities have been assessed by AON, an independent firm of actuaries and the main assumptions used in their calculations have been:-

	31st March 2019 %	31st March 2018 %
Rate of CPI inflation	2.2	2.1
Rate of increase in salaries	3.5	3.4
Rate of increase in pensions	2.2	2.1
Rate for discounting schemes liabilities	2.4	2.6
Proportion of employees opting to take a commuted lump sum (not Teachers Scheme)	50.0	50.0
	Years	Years
Post retirement mortality assumptions		
- Male future pensioner aged 65 in 20 years' time	23.9	25.1
- Female future pensioner aged 65 in 20 years' time	27.2	28.7
- Male current Pensioner aged 65	22.2	22.9
- Female current Pensioner aged 65	25.3	26.4

Changes in the Local Government Pension Scheme permit employees retiring to take an increase in their lump sum payment on retirement in exchange for a reduction in their future annual pension. On the advice of our actuaries we have assumed that 50% of employees retiring will take advantage of this change to the pension scheme. When first introduced, there was a significant "one-off" reduction in the County Council's liabilities which was reflected as a change in accounting policies as it affected all accrued liabilities. In subsequent years the impact of commutation is considerably smaller as it only relates to liabilities arising in the year and is included under Past Service Costs/Gains.

Assets in the North Yorkshire Pension Fund are valued at fair value, principally market value for investments. The County Council's share of the assets totals £1,400.4m at 31st March 2019 (£1,278.2m at 31st March 2018). The assets consist of the following categories, by proportion of the total assets held by the Fund. There are no assets in place to cover the teachers enhanced pension liability.

The overall expected rate of return on assets is based on the strategic asset allocation of the Fund as follows:-

	31st March 2019 %	31st March 2018 %
Equity investments	56.4	64.8
Government Bonds	19.0	16.5
Corporate Bonds / Other Bonds	0.0	0.0
Property	8.4	8.0
Other	11.3	10.5
Cash / Liquidity Assets	4.9	0.2
	<u>100.0</u>	<u>100.0</u>

Surplus / (Deficit) in the Scheme

	2018/19 £m	2017/18 £m	2016/17 £m	2015/16 £m	2014/15 £m
Present Value of defined benefit obligations	(1,827.8)	(1,730.5)	(1,622.7)	(1,370.2)	(1,406.6)
Fair Value of Scheme Assets	<u>1,400.4</u>	<u>1,278.2</u>	<u>1,158.8</u>	<u>933.3</u>	<u>922.5</u>
Deficit in the Scheme	<u>(427.4)</u>	<u>(452.3)</u>	<u>(463.9)</u>	<u>(436.9)</u>	<u>(484.1)</u>

Actuarial Gains and Losses

The actuarial gains / (losses) identified as movements on the Pensions Reserve in 2018/19 can be analysed into the following categories, measured as absolute amounts and as a percentage of assets or liabilities at 31st March 2019:-

	2018/19		2017/18		2016/17		2015/16		2014/15	
	£m	%	£m	%	£m	%	£m	%	£m	%
Experience adjustments on scheme assets	78.1	5.6	61.7	4.8	183.9	15.9	(30.3)	3.3	88.7	9.6
Experience adjustments on scheme liabilities	2.8	0.2	8.8	0.5	(129.5)	(8.0)	(16.3)	1.2	0.0	0.0
	<u>80.9</u>		<u>70.5</u>		<u>54.4</u>		<u>(46.6)</u>		<u>88.7</u>	

Further details are contained in the Statement by Consulting Actuary, copies of which are available on request from Central Services, County Hall, Northallerton, DL7 8AD.

The estimated amount of contributions expected to be paid to the Scheme during the 2019/20 financial year is £45.5m.

Teachers employed by the County Council are members of the Teachers' Pension Scheme, administered by Capita. It provides teachers with defined benefits upon their retirement, and the County Council contributes towards the costs by making contributions based upon a percentage of members' pensionable salaries. The policy of offering enhancements to the retirement benefits of

teachers ceased in 1996/97, however, the cost of enhancements awarded prior to that date will continue to be met until those pensions cease to be paid.

In 2018/19 the County Council paid £19.7m to the Teachers' Pension Agency as a contribution towards teachers' pension costs, which represents an average 16.4% of teachers' pensionable pay. The figures for 2017/18 were £22.4m and 16.4% from September 2017 (16.4% between April and August 2017).

The scheme is a defined benefit scheme. Although the scheme is unfunded, Teachers' Pensions use a notional fund as the basis for calculating the employers' contribution rate paid by local education authorities. However, it is not possible for the County Council to identify a share of the underlying liabilities in the scheme attributable to its own employees.

The County Council is unable to identify the deficit of the Teachers' Pension Scheme as Central Government suspended all actuarial valuations whilst the scheme was re-designed as part of public sector pensions reform. The primary purpose of these valuations is to set the contribution rate.

The County Council is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. These benefits are fully accrued in the pensions liability as described above.

Assumptions for the Teachers' Pension Scheme are broadly in line with those for the Local Government Pension Scheme.

11. Audit Fees

In 2018/19 the County Council incurred the following fees relating to external audit:-

	2018/19 £000	2017/18 £000
Fees payable to the External Auditor with regard to :-		
External audit service carried out by appointed auditor	73	94
Certification of grant claims and returns	8	4
Other Services (rebate from Public Sector Audit Appointments)	0	(14)
	81	84

12. Private Finance Initiative (Service Concessions)

In April 2002 the County Council commenced payments on a Private Finance Initiative (PFI) scheme which provides for four replacement primary schools at Barlby CP, Brotherton and Byram PS (both near Selby), Kirby Hill CE (near Boroughbridge) and Ripon Cathedral CE. The contract is for 25 years.

Brotherton and Byram CPS converted to academy status on 1st August 2015. As a result, the building value of the school has been removed from the County Council Balance Sheet.

Two of the schools, Kirby Hill CEPS and Ripon Cathedral CEPS, are voluntary controlled schools. On expiry of the private finance initiative in 2027 these two school buildings will transfer to the respective trustees of each of the schools. However, to reflect the substance of the transaction

and to give consistency in approach to the PFI scheme the building values for these two schools are retained on the County Council balance Sheet along with that of Barlby CPS.

The associated liability for all of the schools is shown as a finance lease within the accounts.

In March 2018, the County Council commenced payments on a Private Finance Initiative scheme in conjunction with York City Council, for a Waste treatment plant provided by Amey CESP, AWPR Ltd. The payments made by North Yorkshire County Council represent 79% of the scheme, with 21% attributable to York City Council. The contract is for 25 years.

During the term of the contract, the provider is required to make facilities available in line with the agreement with approved variations adjusted through the payment mechanism where appropriate.

Upon expiry the facility will be handed to the County Council in good working order. The associated asset has been recognised within Property, Plant & Equipment within the accounts, along with liabilities due over the term of the contract.

Value of PFI Assets

	2018/19			2017/18		
	Schools £000	Waste £000	Total £000	Schools £000	Waste £000	Total £000
Opening Balance	4,731	157,522	162,253	4,144	0	4,144
Depreciation	(246)	(5,251)	(5,497)	(223)	0	(223)
Additions	0	0	0	0	157,522	157,522
Revaluations	721	0	721	810	0	810
Disposals	0	0	0	0	0	0
Closing Balance	<u>5,206</u>	<u>152,271</u>	<u>157,477</u>	<u>4,731</u>	<u>157,522</u>	<u>162,253</u>

Forming part of the above balance are the two voluntary controlled schools which have a net book value of £2,741k (£2,490k 2017/18). This represents the fair value of the County Council's interest in the remaining term of the contract; on the expiry of the PFI arrangement in 2027, the buildings of the two voluntary controlled schools revert to the trustees of the those schools.

Value of PFI Liabilities

	2018/19			2017/18		
	Schools £000	Waste £000	Total £000	Schools £000	Waste £000	Total £000
Opening Balance	3,988	155,204	159,192	4,181	0	4,181
Payments/Repayment:	(314)	(1,789)	(2,103)	(193)	(2,318)	(2,511)
Additions	0	0	0	0	157,522	157,522
Closing Balance	<u>3,674</u>	<u>153,415</u>	<u>157,089</u>	<u>3,988</u>	<u>155,204</u>	<u>159,192</u>

Payments due to be made under PFI Contracts

	Repayment of leasing liability		Payment of Interest		Lifecycle Costs		Provisions of Services		Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Within 1 year										
Schools	343		332		0		469		1,144	
Waste	<u>2,660</u>	3,003	<u>16,300</u>	16,632	<u>0</u>	0	<u>9,976</u>	10,445	<u>28,936</u>	30,080
More than 1 year										
within 2-5 years										
Schools	1,711		989		0		1,875		4,575	
Waste	<u>13,414</u>	15,125	<u>61,837</u>	62,826	<u>1,528</u>	1,528	<u>42,496</u>	44,371	<u>119,275</u>	123,850
within 6-10 years										
Schools	1,619		301		111		1,400		3,431	
Waste	<u>17,920</u>	19,539	<u>69,000</u>	69,301	<u>10,769</u>	10,880	<u>61,626</u>	63,026	<u>159,315</u>	162,746
within 11-15 years										
Schools	0		0		0		0		0	
Waste	<u>24,704</u>	24,704	<u>58,948</u>	58,948	<u>18,196</u>	18,196	<u>70,214</u>	70,214	<u>172,062</u>	172,062
within 16-20 years										
Schools	0		0		0		0		0	
Waste	<u>50,456</u>	50,456	<u>39,005</u>	39,005	<u>12,632</u>	12,632	<u>79,839</u>	79,839	<u>181,932</u>	181,932
within 21-25 years										
Schools	0		0		0		0		0	
Waste	<u>44,263</u>	44,263	<u>8,799</u>	8,799	<u>6,910</u>	6,910	<u>67,784</u>	67,784	<u>127,756</u>	127,756
Total										
Schools		3,330		1,290		111		3,275		8,006
Waste		<u>150,756</u>		<u>237,589</u>		<u>50,035</u>		<u>321,960</u>		<u>760,340</u>
		<u>154,086</u>		<u>238,879</u>		<u>50,146</u>		<u>325,235</u>		<u>768,346</u>

Payments due to be made under PFI Contracts - Comparative Movements in 2017/18

	Repayment of leasing liability		Payment of Interest		Lifecycle Costs		Provisions of Services		Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Prior Year 2017/18										
Within 1 year										
Schools	315		360		0		469			
Waste	<u>1,787</u>	2,102	<u>16,535</u>	16,895	<u>0</u>	0	<u>10,128</u>	10,597	<u>28,622</u>	29,594
More than 1 year										
Schools	3,673		1,622		111		3,744		9,150	
Waste	<u>153,416</u>	157,089	<u>253,888</u>	255,510	<u>50,035</u>	50,146	<u>331,936</u>	335,680	<u>789,276</u>	798,426

Values given are based upon current prices with no assumed inflation in future years. A Government grant of £704k towards the overall costs of the schools PFI has also been credited in year to the Comprehensive Income and Expenditure Statement under Non-Ringfenced Government Grants. This value of this grant will remain at £704k until the end of the contract in 2027.

13. Leases

Finance Leases

Arising from conversion to IFRS the County Council has a number of arrangements that are considered to be finance leases. These leases are in relation to buildings and vehicles, the rental payments under these arrangements in the year were £169k (£169k in 2017/18).

The County Council had commitments at the 31st March 2019 to make payments under these leases in future financial years in settlement of the outstanding lease obligation together with future financing costs payable whilst the lease obligation remains outstanding.

	31st March 2019 £000	31st March 2018 £000
Within 1 year	11	10
Between 2 - 5 years	54	49
Later than 5 years	993	1,009
	<u>1,058</u>	<u>1,068</u>

If the County Council made the minimum lease payments instead of the payments set out in the agreements entered in to by the County Council then it would incur a further £2,389k (£2,485k in 2017/18) of finance costs over the remaining life of the lease that would fall due in the following years:

	Minimum Lease Payments 31st March 2019 £000	31st March 2018 £000
Within 1 year	105	105
Between 2 - 5 years	420	420
Later than 5 years	2,924	3,029
	<u>3,449</u>	<u>3,554</u>

The following net value of assets held under finance leases are shown on the Balance Sheet.

	Finance Lease Liability 31st March 2019 £000	31st March 2018 £000
Property	<u>1,012</u>	<u>1,028</u>

Operating Leases

The County Council utilised assets held under operating leases for Land and Buildings and Vehicles, Plant and Equipment. Payments made during the year amount to £853k (£1,013k in 2017/18) in respect of Land and Building leases and £2,634k for Vehicles, Plant and Equipment (£2,689k in 2017/18).

The County Council had commitments at the 31st March 2019 to make payments under operating leases in future financial years, comprising the following elements:-

	31st March 2019 £000	31st March 2018 £000
Within 1 year	2,913	3,117
Between 2 - 5 years	5,242	5,894
Later than 5 years	3,498	5,889
	<u>11,653</u>	<u>14,900</u>

The capital value of these operating leases is not shown on the Balance Sheet.

The County Council acted as lessor and sub-lessor for various properties under cancellable agreements, these primarily comprise of County Farms and highway maintenance depots operated under a service agreement with Ringway Infrastructure Service Limited.

Rental receipts for Land and Buildings received during the year amount to £584k (£448k in 2017/18).

14. Related Party Transactions

The Accounting Code of Practice requires the disclosure of all material transactions undertaken by the County Council with a related party during the year. IAS 24 Related Party disclosures was introduced to ensure that financial statements highlight any material transactions between an organisation and its related parties. These are bodies or individuals that have the potential to control or influence the County Council or to be controlled or influenced by the County Council.

Members of the Council have direct control over the County Council's financial and operating policies. During 2018/19, funding of £508,011 was provided to organisations in which three members had interests. Contracts were entered into in full compliance with the County Council's constitution. In these instances, the payments were made with proper consideration of declarations of interest. The relevant members did not take part in any discussion or decision relating to the funding. Details of all relationships are recorded in the Register of Members' Interest.

Officers have day to day control of the running of the County Council's affairs. No material related party transactions occurred with Officers in 2018/19. However, it should be noted that the Corporate Director – Strategic Resources is Treasurer to the North Yorkshire Pension Fund; one Assistant Director – Strategic Resources is Treasurer to the North York Moors National Park Authority, Selby District Council, and a director of Veritau North Yorkshire on behalf of Selby District Council; another Assistant Director – Strategic Resources is Treasurer to Ryedale District Council.

Companies and Joint Ventures

The County Council has a substantial interest in the following companies:-

- Align Property Partners Limited
- Brierley Homes Limited
- First North Law Limited
- NYnet Limited
- SJB Recycling Limited
- Veritau Limited
- Yorwaste Limited
- owning 100% of the share capital
- owning 100% of the share capital
- owning 100% of the share capital
- owning 100% of the share capital
- owning 78% of the issued share capital
- owning 50% of the share capital
- owning 78% of the issued share capital.

The transactions between the County Council and those companies where a material group

relationship has been identified are eliminated in the Group Accounts financial statements.

There is also a group relationship with Yorkshire Purchasing Organisation (YPO) but, as there is not a significant level of control nor material expenditure, no consolidation adjustments have been undertaken within the Group Account statements on the grounds of it being a simple investment.

Align Property Partners Limited:

The total value of services provided by Align Property Partners Limited in 2018/19 to the County Council was £2,788k (£3,368k in 2017/18) and at 31st March 2019 the trading creditor balance was £406k (£222k in 2017/18).

The County Council provided services to Align Property Partners Limited totalling £557k (£474k in 2017/18) of which £30k was outstanding as at 31st March 2019.

The County Council provided a loan facility to Align Property Partners Limited of up to £500k of which £Nil was taken up at 31st March 2019.

Brierley Homes Limited:

The total value of services provided by Brierley Homes Limited in 2018/19 to the County Council was £Nil (£Nil in 2017/18). The County Council provided services to Brierley Homes Limited totalling £181k (£148k in 2017/18) of which £110k was outstanding as at 31st March 2019.

The County Council provided a loan facility to Brierley Homes Limited of up to £25m of which £3,107k was taken up as at 31st March 2019 and therefore £86k interest was paid to the County Council in 2018/19.

First North Law Limited:

The total value of services provided by First North Law Limited in 2018/19 to the County Council was £56k (£Nil in 2017/18) and at 31st March 2019 the trading creditor balance was £16k (£Nil in 2017/18). The County Council provided services to First North Law Limited totalling £37k (£23k in 2017/18) of which £16k was outstanding as at 31 March 2019.

The County Council provided a loan facility to First North Law Limited of up to £250k of which £85k was taken up as at 31st March 2019 and therefore £4k interest was paid to the County Council in 2018/19.

NYnet Limited:

The total value of services provided by NYnet Limited in 2018/19 to the County Council was £3,387k (£2,909k in 2017/18), and at 31st March 2019 the trading creditor balance was £70k (£78k in 2017/18).

The County Council provided services to NYnet Limited totalling £142k (£337k in 2017/18), of which £528k was outstanding as at 31st March 2019.

The County Council provided a loan facility to NYnet Limited of up to £10m in 2017/18 of which £nil was taken up at 31st March 2019. Interest of £228k on this loan was paid to the County Council in 2018/19. The loan balance at 31st March 2018 was £317k.

£10,632k due to the County Council from NYnet which relates to unspent funding is included in outstanding Debtors as at 31 March 2019.

SJB Recycling Limited:

There have been no transactions between SJB Recycling Limited and the County Council during 2017/18.

Veritau Limited:

The total value of services provided by Veritau Limited in 2018/19 to the County Council was £512k (£555k in 2017/18) and at 31st March 2019 the trading creditor balance was £1k.

The County Council provided services to Veritau Limited totalling £16k (£12k in 2017/18) and at 31st March 2019, £4k was outstanding.

Yorwaste Limited:

The total value of services, including landfill tax provided by Yorwaste Limited in 2018/19 to the County Council was £27,632k (£26,349k in 2017/18) and as at 31st March 2019 the trading creditor balance was £6,240k (£6,944k in 2017/18).

The County Council provided services to Yorwaste Limited totalling £5,664k (£3,773k in 2017/18) of which £5,682k (£2,889k in 2017/18) was outstanding as at 31st March 2019.

The County Council provided a loan to Yorwaste Limited of £6,809k of which interest was received by the County Council of £328k in 2018/19.

Yorwaste Limited did not pay the County Council a dividend in 2018/19 (£Nil in 2017/18).

Yorkshire Purchasing Organisation (YPO):

The County Council made payments to YPO in 2018/19 totalling £24.5m (£18.2m in 2017/18).

A dividend of £632k (£583k in 2017/18) in relation to YPO's 2018 trading activities is reflected in the County Council's 2018/19 Accounts.

Other Related Party Transactions

The following material transactions, (over £1m), with other related parties arose, which are not disclosed elsewhere in the Statement of Accounts:-

Revenue and Capital contributions received towards jointly funded schemes; NHS bodies within North Yorkshire totalling £21.7m (£20.2m in 2017/18) and made payments totalling £1.3m (£1.2m in 2017/18).

The County Council provided the North Yorkshire Pension Fund administrative and support services totalling £1.4m in 2018/19.

15. Pooled Funds

Under Section 75 of the Health Act 2006, the County Council has undertaken joint working arrangements with appropriate NHS bodies. Pooled funds enable the County Council to address specific local health issues.

The formation of a Pooled Fund does not create a separate legal entity. The County Council is involved in three distinct areas of pooled funds - the Intermediate Care (Whole Systems) Pooled Fund, Equipment Pooled Fund and the Better Care Pooled Fund. Where the County Council acts as the 'host', the County Council has responsibility for the financial administration of the pool. All contributions by the County Council toward pooled funds have been included within the Net Cost of Services in the Comprehensive Income and Expenditure Statement.

The Intermediate Care (Whole Systems) Pooled Fund and Equipment Pooled Fund have not been itemised below as their values do not materially impact on the overall position.

The Better Care Fund (BCF)

The BCF formally operated for the first time in 2015/16 involving the County Council, District Councils and Clinical Commissioning Groups (CCGs) that operate within the North Yorkshire Area. The aim of the fund is to create closer integration between health and social care to improve outcomes for patients, service users and carers. The County Council is the host for the pooled fund for all areas of the County.

The Improved Better Care Fund (IBCF) was first announced in the 2015 Spending Review and is paid as a direct grant to local government, with a condition that it is pooled into the local BCF plan. The IBCF grant allocations were increased in the 2017 Spring Budget. According to the grant determination, the funding can be spent on three purposes:

- Meeting adult social care needs;
- Reducing pressures in the NHS, including supporting more people to be discharged from hospital when they are ready; and
- Ensuring that the local social care provider markets is supported.

There is no requirement to spend across all three purposes, or to spend a set proportion on each. The table below shows committed funds against planned IBCF and BCF schemes. Any unspent but committed funds at the year-end have been held as a reserve.

	CCG's £000	NYCC £000	MHCLG £000	NY District Councils £000	Total 2018/19 £000	Total 2017/18 £000
Contributions	38,032	0	16,296	0	54,328	50,488
Expenditure						
Schemes/Additional Costs	24,097	0	0	0	24,097	23,644
Protection of Social Care	0	13,935	0	0	13,935	13,678
Disabled Facilities Grant	0	0	0	4,178	4,178	3,858
Improve BCF Schemes	0	12,118	0	0	12,118	9,308
Social Care Grant	0	0	0	0	0	0
Care Act	0	0	0	0	0	0
Total Expenditure	<u>24,097</u>	<u>26,053</u>	<u>0</u>	<u>4,178</u>	<u>54,328</u>	<u>50,488</u>

16. Disclosure of Remuneration

Regulations require the County Council to disclose the number of staff receiving payments, including taxable benefits, of more than £50k in the relevant financial year.

The number of employees who receive remuneration of over £50k are as follows. Please note that these figures include (i) teachers employed directly by a school's governing body rather than by the local authority (ii) the senior employees as identified at the end of this note:-

Band (£)	2018/19			2017/18		
	Teachers	Other	Total	Teachers	Other	Total
50,000 - 54,999	101	62	163	131	50	181
55,000 - 59,999	73	29	102	59	28	87
60,000 - 64,999	45	29	74	55	17	72
65,000 - 69,999	21	3	24	23	5	28
70,000 - 74,999	11	1	12	13	6	19
75,000 - 79,999	4	3	7	8	6	14
80,000 - 84,999	8	8	16	7	3	10
85,000 - 89,999	6	2	8	2	2	4
90,000 - 94,999	1	5	6	1	4	5
95,000 - 99,999	0	0	0	1	0	1
100,000 - 104,999	1	1	2	2	1	3
105,000 - 109,999	0	3	3	1	0	1
110,000 - 114,999	0	0	0	0	1	1
115,000 - 119,999	0	1	1	0	2	2
120,000 - 124,999	0	1	1	0	2	2
125,000 - 129,999	0	3	3	0	1	1
130,000 - 134,999	0	0	0	0	0	0
135,000 - 139,999	0	0	0	0	0	0
140,000 - 144,999	0	0	0	0	0	0
145,000 - 149,999	0	0	0	0	0	0
150,000 - 154,999	0	0	0	0	0	0
155,000 - 159,999	0	0	0	0	0	0
160,000 - 164,999	0	0	0	0	0	0
165,000 - 169,999	0	0	0	0	0	0
170,000 - 174,999	0	0	0	0	1	1
175,000 - 179,999	0	1	1	0	0	0
	<u>271</u>	<u>152</u>	<u>423</u>	<u>303</u>	<u>129</u>	<u>432</u>

The Regulations also require the County Council to disclose the individual remuneration details of senior employees, under the following categories:

- salary, fees and allowances;
- bonuses;
- expenses allowance;
- compensation for loss of employment;
- employer's pension contribution;
- any other emoluments.

The regulations also require that persons whose salary is in excess of £150k per annum must be identified by name and that certain senior employees whose salary is £50k or more per year but less than £150k, must be listed individually by way of job title. Unless otherwise stated, none of the senior officers received fees, bonuses or compensation for loss of employment or any other emoluments in 2018/19 or 2017/18.

Role	2018/19				2017/18			
	Salary, Fees and Allowances	Expense Allowances	Pension Contributions	Total Remuneration	Salary, Fees and Allowances	Expense Allowances	Pension Contributions	Total Remuneration
Chief Executive (Richard Flinton)	175,913	0	27,004	202,917	172,463	0	26,475	198,938
Corporate Director of Children and Young People's Services	126,399	1,109	19,403	146,911	85,163	8,697	13,073	106,933
Corporate Director of Children and Young People's Services	0	0	0	0	55,247	0	8,481	63,728
Corporate Director of Health and Adult Services	122,868	0	18,861	141,729	125,521	0	19,269	144,790
Corporate Director of Business and Environmental Services	127,868	0	19,702	147,570	120,459	0	18,562	139,021
Corporate Director (Strategic Resources)	127,868	0	19,693	147,561	120,459	0	18,492	138,951
Director of Public Health	117,654	0	16,124	133,778	115,864	0	16,732	132,596
Assistant Chief Executive (Business Support)	106,321	0	16,321	122,642	108,658	0	16,063	124,721
Assistant Chief Executive (Legal and Democratic Services)	106,321	0	16,370	122,691	104,235	0	16,048	120,283
** Assistant Chief Executive (Customer Services)	21,523	0	3,594	25,117	11,339	0	1,889	13,228

*** This post was created in partnership with Selby District Council from 28th October 2013. The post represents 20% of the partnership costs of an annual salary of £125,586 for NYCC.*

17. Exit Packages / Termination Benefits

Details of the Exit Packages / Termination Benefits paid out to employees who were made redundant during the year are set out in the table below.

The table shows the total number of compulsory and other voluntary redundancies / departures and their total cost. This is broken down into incremental bands of £20k up to £100k and bands of £50k thereafter. The total costs shown include payments made to the employees plus payments made to the relevant pension funds to compensate for “strain on the fund” costs resulting from the employees exit and resulting pension entitlements.

The table covers all employees of the County Council, including school teachers employed directly by the school’s governing body rather than by the Local Authority.

Exit Package Cost Band (£)	Number of Compulsory Redundancies		Number of other Departures Agreed		Total Number of Exit Packages by Cost Band		Total Cost of Exit Packages in each Band	
	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19 £000	2017/18 £000
1-19,999	19	25	75	65	94	90	627	562
20,000-39,999	4	0	5	12	9	12	250	315
40,000-59,999	0	0	4	5	4	5	195	232
60,000-79,999	0	1	5	0	5	1	343	61
80,000-99,999	1	1	1	0	2	1	164	96
	<u>24</u>	<u>27</u>	<u>90</u>	<u>82</u>	<u>114</u>	<u>109</u>	<u>1,579</u>	<u>1,266</u>

18. Movement in Property, Plant and Equipment

Movements on Property, Plant and Equipment during the year 2018/19.

	Land and Building £000	Vehicles, Plant and Equipment £000	Infrastructure £000	Surplus Assets £000	Assets Under Construction £000	Total £000
Cost or Valuation						
As at 1st April 2018	1,034,878	110,337	838,919	4,220	0	1,988,354
Additions	5,990	2,387	61,273	4	0	69,654
Disposals	(106,176)	(12)	(9,323)	(1,401)	0	(116,912)
Transfers	0	0	0	0	0	0
Revaluations / (Impairments)						
Recognised in the Revaluation Reserve	89,009	0	0	(8)	0	89,001
Recognised in Provision of Services	(30,141)	0	0	(42)	0	(30,183)
As at 31st March 2019	993,560	112,712	890,869	2,773	0	1,999,914
Depreciation and Impairments						
As at 1st April 2018	(26,126)	(102,744)	(187,719)	(71)	0	(316,660)
Charge for the Year	(29,170)	(3,179)	(23,540)	(6)	0	(55,895)
Disposals	0	0	9,323	0	0	9,323
Transfers	0	0	0	0	0	0
Revaluations / (Impairments)						
Recognised in the Revaluation Reserve	930	0	0	0	0	930
Recognised in Provision of Services	23,651	0	0	42	0	23,693
As at 31st March 2019	(30,715)	(105,923)	(201,936)	(35)	0	(338,609)
Balance Sheet Net Amount as at 31st March 2019	962,845	6,789	688,933	2,738	0	1,661,305
Balance Sheet Net Amount as at 31st March 2018	1,008,752	7,593	651,200	4,149	0	1,671,694

Comparative Movements in 2017/18.

	Land and Building £000	Vehicles, Plant and Equipment £000	Infrastructure £000	Surplus Assets £000	Assets Under Construction £000	Total £000
Cost or Valuation						
As at 1st April 2017	890,297	108,327	791,539	5,035	0	1,795,198
Additions	171,004	2,284	55,330	2	0	228,620
Disposals	(82,050)	(274)	(7,950)	0	0	(90,274)
Transfers	(500)	0	0	500	0	0
Revaluations / (Impairments)						
Recognised in the Revaluation Reserve	85,372	0	0	(1,167)	0	84,205
Recognised in Provision of Services	(29,245)	0	0	(150)	0	(29,395)
As at 31st March 2018	1,034,878	110,337	838,919	4,220	0	1,988,354
Depreciation and Impairments						
As at 1st April 2017	(26,246)	(99,331)	(173,661)	(163)	0	(299,401)
Charge for the Year	(25,053)	(3,413)	(22,008)	(27)	0	(50,501)
Disposals	2,209	0	7,950	0	0	10,159
Transfers	31	0	0	(31)	0	0
Revaluations / (Impairments)						
Recognised in the Revaluation Reserve	511	0	0	0	0	511
Recognised in Provision of Services	22,422	0	0	150	0	22,572
As at 31st March 2018	(26,126)	(102,744)	(187,719)	(71)	0	(316,660)
Balance Sheet Net Amount as at 31st March 2018	1,008,752	7,593	651,200	4,149	0	1,671,694
Balance Sheet Net Amount as at 31st March 2017	864,051	8,996	617,878	4,872	0	1,495,797

During 2018/19 the County Council recognised impairment losses of £14.6m in relation to its land and buildings and surplus assets. Impairment losses were recognised within the Comprehensive Income and Expenditure Statement under the following sections.

	2018/19 £000	2017/18 £000
Impairment losses recognised within the (Surplus) / Deficit on Provision of Services	6,247	3,255
Impairment losses recognised in Other Comprehensive Income and Expenditure and taken to the Revaluation Reserve	8,320	13,004
	<u>14,567</u>	<u>16,259</u>

19. Valuation of Non-Current Assets

The County Council carries out a rolling programme that ensures that all Non-Current Assets are required to be measured at Fair Value revalued at least every five years.

Valuations of Land and Buildings were carried out on 1st April 2018 by Align Property Partners Limited, in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors.

Adult Social Care buildings, Libraries and Registrars Offices were revalued in 2018/19 in accordance with the five year rolling programme. Furthermore, those properties not considered as part of the rolling programme in 2018/19 were subject to a desktop review by Align Property Partners Limited:-

	Land and Buildings £000	Plant and Equipment £000	Infrastructure Assets £000	Surplus Assets £000	Total £000
Valued at Historic Cost	0	6,789	688,933	0	695,722
Valued at current value in :-					
2018/19	93,879	0	0	2,738	96,617
2017/18	74,477	0	0	0	74,477
2016/17	261,834	0	0	0	261,834
2015/16	359,499	0	0	0	359,499
2014/15	173,156	0	0	0	173,156
Total Tangible Fixed Assets	<u>962,845</u>	<u>6,789</u>	<u>688,933</u>	<u>2,738</u>	<u>1,661,305</u>

20. Disposal of Property, Plant and Equipment

19 Schools gained Academy status during 2018/19. As a consequence the Land and Building assets of £105.7m relating to the schools were transferred to the relevant Academy Trusts and have now been removed from the County Council's Balance Sheet.

In addition, the Local Authority Accounting Code of Practice requires a 'transfer of assets for no consideration' or 'loss on disposal of fixed assets' charge to be included in the Comprehensive Income and Expenditure Statement.

This exceptional £105.7m loss is purely notional and does not impact on the County Council's General Working Balance or Council Tax levy.

Other disposals in the year resulted in a net profit of £1.6m.

21. Major Areas of Capital Spending

Major areas of capital spending, over £2m during 2018/19 were:-

	Actual £000
Structural Maintenance of Roads & Bridges	50,345
Basic Need Grant Funded Schemes	4,872
Local Growth Deal	25,631
School Condition Schemes - Modernisation	8,151
Capital Maintenance Programme	5,372
Loans to Limited Companies etc.	2,805
New and Replacement Road Lighting	4,420
Waste Procurement Project	2,636
Capital Investments	11,861
	<hr/>
	116,093
All spending in areas below £2m	12,040
Total Capital Spending in 2018/19	<hr/> <hr/> 128,133

Committed Capital Expenditure

The County Council has an approved Capital Plan for 2018/19 of £137.6m. Of this £124.7m is committed expenditure as at 1st April 2018. It should be noted, however, that this figure includes a significant element (£62m) relating to a number of general provisions and other schemes where legal contracts had not been exchanged by 31st March 2018.

The remaining £62.7m consisted of the following:-

	Actual £000
Basic Need Schemes	27,656
Modernisation Schemes	16,139
Junction 47 Improvements	3,433
County Hall Redevelopment 2018-20	3,422
New Ways of Working	2,443
Kex Gill Realignment	2,200
Extra Care Schemes	1,370
PCU Replacements	1,361
Waste Procurement Project	919
ICT Infrastructure (FCS)	800
Waste Management Service	786
Super Fast Broadband Scheme	686
Mobile Infrastructure Programme	500
Aiming High - Short Breaks	418
Bedale-Aiskew-Leeming Bar Major Scheme	301
School Reorganisation	200
Other Schemes	20
	<hr/>
	62,654

22. Capital Expenditure, Capital Financing and the Capital Financing Requirement

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

(a) Capital Expenditure and its financing

	2018/19 £000	2017/18 £000
Capital Investment		
Property, Plant and Equipment and Loans	81,205	88,950
Investment Properties	11,861	0
Intangible Assets	39	40
Revenue Expenditure Funded from Capital under Statute	<u>35,028</u>	<u>16,522</u>
	<u>128,133</u>	<u>105,512</u>
Sources of Finance		
Capital receipts		
- Sale of Property, Plant and Equipment	3,181	455
- Repayment of Loans to Limited Companies	761	1,575
Government grants and other contributions	102,250	91,016
Direct Revenue Contributions	7,300	8,880
Increase in underlying need to borrow		
- supported by Government financial assistance	0	0
- unsupported by Government financial assistance	<u>14,641</u>	<u>3,586</u>
	<u>128,133</u>	<u>105,512</u>

The difference between the £128.1m capital investment above and the £69.7m additions in note 18 relates to expenditure of £35.0m on Revenue Expenditure Funded from Capital Under Statute, £8.3m of capital expenditure which resulted in no value being added to the County Council's asset base, £3.2m on loans to Limited companies and £11.9m investment property acquisitions.

(b) Capital Financing Requirement (CFR)

	2018/19		2017/18	
	£000	£000	£000	£000
Opening Capital Financing requirement		463,182		327,240
Movement in year				
Increase in underlying need to borrow MRP		14,641		3,586
- capital spending funded by borrowing	(12,059)		(22,646)	
- PFI contracts	(2,102)		(2,511)	
- Finance leases	(10)	(14,171)	(9)	(25,166)
Assets acquired under PFI contracts		0		157,522
Assets acquired under Finance leases		0		0
Closing Capital Financing Requirement		<u>463,652</u>		<u>463,182</u>
Decrease in Capital Financing Requirement		<u>(470)</u>		<u>(135,942)</u>
Closing CFR consists of				
Capital spending funded by borrowing		305,505		302,922
PFI contracts		157,089		159,192
Finance leases		1,058		1,068
CFR at 31st March		<u>463,652</u>		<u>463,182</u>

23. Long Term Creditors

	31st March 2019		31st March 2018	
	£000	£000	£000	£000
Government Entities				
Central Government Bodies	5		114	
Other Local Authorities	13		0	
NHS Bodies	0	18	0	114
General Creditors (including Public Corporations and Trading Funds)		2,973		2,608
Income in Advance		707		141
Total Long Term Creditors		<u>3,698</u>		<u>2,863</u>

24. Intangible Assets

An intangible item may meet the definition of an asset when “access to the future economic benefits” is controlled by an authority through custody or legal protection. Examples of this type of expenditure within the County Council’s Capital Plan include:-

- Health and Adult Services partnership schemes where the County Council holds nomination rights to services;
- other Health and Adult Services schemes where the County Council receives an on-going benefit through improved service; and
- ICT schemes providing infrastructure services and on-going benefit to the County Council.

Details of Intangible Assets in 2018/19 are as follows:-

	31st March 2019 £000	Charge to Revenue 2018/19 £000	Capitalised 2018/19 £000	31st March 2018 £000
Extra Care and Older Peoples Resources	4,731	(342)	0	5,073
Other	1,725	(663)	39	2,349
	<u>6,456</u>	<u>(1,005)</u>	<u>39</u>	<u>7,422</u>

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

	2018/19 £000	2017/18 £000
Balance at start of year		
Gross carrying amount	21,709	21,670
Accumulated amortisation	<u>(14,287)</u>	<u>(13,054)</u>
	7,422	8,616
Additions	39	39
Amortisation	<u>(1,005)</u>	<u>(1,233)</u>
Balance at end of year	<u>6,456</u>	<u>7,422</u>
Comprising		
Gross carrying amount	21,748	21,709
Accumulated amortisation	<u>(15,292)</u>	<u>(14,287)</u>
	<u>6,456</u>	<u>7,422</u>

25. Investment Property

The County Council has determined that County Farm properties and other commercial properties are classified as investment properties. The following table summarises the movement in the fair value of these properties over the year.

	2018/19 £000	2017/18 £000
Balance at start of year	36,459	35,722
Additions (subsequent expenditure)	11,861	0
Disposals	(578)	(623)
Net gain from revaluations	241	1,360
Balance at end of year	<u>47,983</u>	<u>36,459</u>

The County Council has no restriction on its ability to realise the value inherent in its investment property or its right to the remittance of income and the proceeds from disposal.

The following items of income and expenditure have been accounted for within the Financing and Investment Income section of the Comprehensive Income and Expenditure Statement, under Investment properties:-

	2018/19 £000	2017/18 £000
Rental Income from Investment Property	(297)	(256)
Direct operating expenses	124	163
Profit on disposal	0	0
Net gain from revaluation	<u>(241)</u>	<u>(1,360)</u>
Total transactions relating to Investment Property	<u>(414)</u>	<u>(1,453)</u>

The County Council has certain contractual obligations in relation to repairing and maintaining these investment properties.

26. Heritage Assets

The County Council does not currently have any Heritage Assets held within the Balance Sheet.

Heritage Assets are non-current assets that are intended to be preserved in trust for future generations because of their historical, artistic, scientific, technological, geophysical or environmental qualities. They are held and maintained principally for their contribution to knowledge and culture.

Heritage Assets are measured at valuation and the asset should be recognised on the Balance Sheet when identified.

An annual review is undertaken across the County Council to identify any Heritage Assets.

The County Council's Records Office hold a large number of archive collections, which are owned by the County Council, which would meet the definition of Heritage Assets and should be classified as such.

A valuation of the items held by the Records Office has never been established and any valuation exercise would be costly and resource intensive. As a result, it was concluded that the cost of obtaining a full valuation of these assets would involve a disproportionate cost in comparison to the benefits to the users of the financial statements. The assets held by the records office are not, therefore, recognised in the Balance Sheet, but included in the accounts as a disclosure.

27. Current Assets Held for Sale

Assets held for Sale are those properties that are currently marketed and it is anticipated will be sold within 12 months of the reporting period.

	2018/19 £000	2017/18 £000
Balance at start of year	170	170
Reclassification as held for sale	0	0
Net (loss) from revaluations	0	0
Disposals	<u>0</u>	<u>0</u>
Balance at end of year	<u>170</u>	<u>170</u>

28. Cash and Cash Equivalents

Cash and Cash Equivalents represents balances held within bank current accounts and short term investments that are of a highly liquid nature and the balance is made up of the following elements:-

	31st March 2019 £000	31st March 2018 £000
Bank current accounts and cash held by the County Council	16,370	13,188
Short term / call deposits	42,740	36,679
Total Cash and Cash Equivalents	<u>59,110</u>	<u>49,867</u>

29. Long Term Investments

The County Council holds long term investments in local authority owned companies as follows:-

	Shareholding		Dividends
	%	£	£
Align Property Partners Limited	100.00	500,000	0
Brierley Homes Limited	100.00	100	0
First North Law Limited	100.00	100	0
NYnet Limited	100.00	1	0
SJB Recycling Limited	77.30	1	0
Veritau Limited	50.00	1	0
Yorwaste Limited	77.30	3,517,524	0

These companies' Profit and Loss Accounts are not included as part of the Comprehensive Income and Expenditure Statement shown on page 36. However, any dividend income received is included as part of the County Council's income for 2017/18. Similarly, these companies' Assets and Liabilities are not included in the County Council's Balance Sheet on pages 40 to 41.

The County Council has determined, however, that it has a group relationship with these two companies and they have therefore been incorporated into its Group Accounts on pages 107 to 125.

Brief details of these Companies are as follows:-

Name :- NYnet Limited
Business :- The provision of broadband infrastructure in North Yorkshire

Name :- Yorwaste Limited
Business :- The management, transport and disposal of waste

	NYnet Limited		Yorwaste Limited	
	31st March	31st March	31st March	31st March
	2019	2018	2019	2018
	£000	£000	£000	£000
Net Assets / (Liabilities)	(6,901)	(7,286)	7,461	9,538
Loans from NYCC	0	372	6,809	7,198
Dividend Payable	0	0	0	0
Profit / (Loss) for the year :-				
Before Tax and Dividends	385	453	(503)	1,063
After Tax and Dividend	385	453	(490)	787

Copies of these companies' Draft Accounts are held by Central Services, County Hall, Northallerton, North Yorkshire, DL7 8AD.

In addition, under its Treasury Management Strategy, the County Council has made one investment for greater than one year which falls into the category of long term investments. This investment is as follows:-

	31st March	31st March
	2019	2018
	£000	£000
Property Funds	5,889	0
Working Borough Council	5,007	0
Birmingham City Council	5,077	5,000
Eastbourne Borough Council	5,051	5,000
	<u>21,024</u>	<u>10,000</u>
Yorwaste Limited	3,518	3,518
Align Property Partners Limited	500	500
Total Long Term Investments	<u>25,042</u>	<u>14,018</u>

30. Long Term Debtors

	31st March	31st March
	2019	2018
	£000	£000
Loans to Subsidiary Companies	10,002	7,957
Loans to Growing Places Schemes	5,390	5,112
Long Term Payments in Advance	148	273
Long Term Debtors	8,462	7,600
	<u>24,002</u>	<u>20,942</u>
Less: Bad Debts Provision	0	0
	<u>24,002</u>	<u>20,942</u>

Loan balances are increased by any new loans and reduced as a loan is repaid.

31. Short Term Debtors

	31st March 2019		31st March 2018	
	£000	£000	£000	£000
Government Entities				
Central Government Bodies	8,668		10,194	
Other Local Authorities	10,792		16,288	
NHS Bodies	<u>8,088</u>	27,548	<u>10,244</u>	36,726
General Debtors		70,026		51,782
(including Public Corporations and Trading Funds)				
Payments in Advance		<u>10,037</u>		<u>11,206</u>
		107,611		99,714
Less: Bad Debts Provision		<u>(11,523)</u>		<u>(10,831)</u>
Total Short Term Debtors		<u>96,088</u>		<u>88,883</u>

32. Short Term Creditors

	31st March 2019		31st March 2018	
	£000	£000	£000	£000
Government Entities				
Central Government Bodies	11,420		11,171	
Other Local Authorities	13,115		6,299	
NHS Bodies	<u>831</u>	25,366	<u>1,075</u>	18,545
General Creditors		53,686		54,370
(including Public Corporations and Trading Funds)				
Income in Advance		<u>12,972</u>		<u>10,282</u>
Total Short Term Creditors		<u>92,024</u>		<u>83,197</u>

33. Provisions

	Changes during the year				To be used			
	Balance as at 31st March 2018	Provision Made	Provision Used	Provision Written Down	Balance as at 31st March 2019	Within 1 year	In excess of 1 year	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Insurance	7,756	1,862	(1,182)	0	8,436	2,812	5,624	8,436
Highways Advance Payments	4,140	0	0	0	4,140	0	4,140	4,140
Contractual Disputes	0	3,000	0	0	3,000		3,000	3,000
Other	400	0	(54)	0	346	252	94	346
	<u>12,296</u>	<u>4,862</u>	<u>(1,236)</u>	<u>0</u>	<u>15,922</u>	<u>3,064</u>	<u>12,858</u>	<u>15,922</u>

	Changes during the year				To be used			
	Balance as at 31st March 2017	Provision Made	Provision Used	Provision Written Down	Balance as at 31st March 2018	Within 1 year	In excess of 1 year	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Insurance	6,673	2,220	(1,137)	0	7,756	2,585	5,171	7,756
Highways Advance Payments	3,085	2,325	(1,270)	0	4,140	0	4,140	4,140
Other	711	0	(311)	0	400	219	181	400
	<u>10,469</u>	<u>4,545</u>	<u>(2,718)</u>	<u>0</u>	<u>12,296</u>	<u>2,804</u>	<u>9,492</u>	<u>12,296</u>

Highways Advance Payments

Where building work is undertaken which fronts onto a private street, a deposit under the Advance Payment Code is required from developers in respect of the cost of necessary street works. A provision is maintained in the Accounts representing deposits held where the liability of the developer has not yet been discharged.

Insurance (Claims & Liability)

Self-funding arrangements for employer's, public liability and motor claims have been established and an insurance provision has been created for this purpose. The County Council is unable to accurately determine when the longer term (to be used in excess on one year) provision will be utilised.

Municipal Mutual Insurance (MMI) was the predominant insurer of public sector bodies, including the County Council, until it stopped underwriting operations in 1992. The 1993 implementation of a 'scheme of arrangement' means that these public bodies have an exposure to MMI. Due mainly to subsequent much higher than expected levels of industrial disease type claims, MMI's deteriorating solvency position led to insolvent liquidation. As a result the County Council was liable for an initial 15% levy of claims paid since 1993, which was settled in 2013/14. In addition the County Council is liable to pay a 15% contribution towards all future liability claim payments and thus a residual provision is required which is based on an external review of the historical claims experience.

Contractual Disputes

A provision has been made for contractual disputes of £3m. Such a provision will mean that service funding can remain intact in the event of costs falling to the Council although the Council will continue to pursue all cases where it believes it is entitled.

34. Usable Reserves

Supplementary to the Movement in Reserve Statement the following tables identify detail of the adjustments between the accounting basis and funding basis under regulations by reserve. The reserves are grouped by usable reserves and unusable reserves.

(a) General Working Balance	2018/19 £000	2017/18 £000
General Working Balance at Start of Period	(27,270)	(27,270)
Comprehensive Income and Expenditure charged to the General Balance	108,391	82,141
Adjustments between accounting basis and funding basis under regulations		
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement		
Capital Adjustment Account		
Amortisation of Intangible Assets	(1,005)	(1,234)
Charges for depreciation and impairment of non current assets	(55,897)	(50,502)
Revaluation losses on Property, Plant and Equipment	(6,488)	(4,613)
Impairment from Non Enhancing Capital Expenditure	(8,320)	(13,004)
Movements in the value of Investment Properties	241	1,360
Capital Grants and Contributions	98,500	79,931
Revenue Expenditure Funded from Capital under Statute	(35,028)	(16,522)
Carrying Value of non current assets written off on disposal	(108,166)	(82,947)
Pension Reserve		
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(72,399)	(69,962)
Collection Fund Adjustment		
Amount by which council tax income credited to the Comprehensive Income and Expenditure Statement is different from council tax income calculated for the year in accordance with statutory requirements	417	(2,134)
Accumulating Short Term Compensated Absences Account		
Amount by which staff remuneration charged to the Comprehensive Income and Expenditure Statement on an accrual basis is different from that chargeable in the year in accordance with statutory requirements	2,770	319
Financial Instruments		
Amount by which Financial Instruments held under Fair Value through Profit & Loss are subject to MHCLG statutory over-ride	(41)	0
Inclusion of items not debited or credited to the Comprehensive Income and Expenditure Statement		
Capital Adjustment Account		
Statutory Provision for the financing of capital investment	14,171	25,166
Capital Expenditure charged against the General Working Balance	7,300	8,880
Transfer of sale proceeds credited as part of the gain / loss on disposal to the Comprehensive Income and Expenditure Statement	3,942	2,030
Pension Reserve		
Employer pension contributions payable in the year	53,691	44,420
Capital Receipts Reserve	147	0
Total of adjustments between accounting basis and funding basis under regulations	(106,165)	(78,812)
Transfers from Earmarked Reserves	(2,187)	(3,329)
General Working Balance at Period End	(27,231)	(27,270)

(b) Earmarked Reserves

	Balance 31st March 2019 £000's	Movement in year 2018/19 £000's	Balance 31st March 2018 £000's	Movement in year 2017/18 £000's	Balance 31st March 2017 £000's
Earmarked for Schools					
Local Management of Schools	13,131	(5,162)	18,293	(6,217)	24,510
Schools Block / DSG	(695)	(2,015)	1,320	(5,114)	6,434
	<u>12,436</u>	<u>(7,177)</u>	<u>19,613</u>	<u>(11,331)</u>	<u>30,944</u>
Retained for Specific Initiatives					
Strategic Resources	39,753	(8,963)	48,716	2,499	46,217
Highways Maintenance	5,652	(550)	6,202	(640)	6,842
Investments	0	0	0	(10,000)	10,000
Insurance	5,547	191	5,356	(417)	5,773
T&C Strategy and Infrastructure	3,877	(364)	4,241	(547)	4,788
Superfast Broadband	15,828	2,519	13,309	1,846	11,463
High Needs	3,338	3,338	0	0	0
Redundancy	1,412	(698)	2,110	(224)	2,334
Extra Care	6,762	0	6,762	(1)	6,763
Bedale, Aiskew and Leeming Bar Bypass	850	(139)	989	(530)	1,519
Stronger Communities	2,411	(55)	2,466	(244)	2,710
Health and Social Care Transfer Monies	1,550	(1,173)	2,723	1,398	1,325
NY2020 Programme Support	1,394	(754)	2,148	(1,045)	3,193
Equalisation (CTax & BR)	5,085	838	4,247	1,813	2,434
2020 Property Projects	2,594	(266)	2,860	(1,509)	4,369
Kex Gill	3,886	(1,064)	4,950	4,950	0
Streetlighting	5,513	5,602	(89)	0	0
Highways Pothole Match Funding	2,411	2,411	0	0	0
Other Individual Reserves <£2m	21,937	3,642	18,295	6,191	12,015
	<u>129,800</u>	<u>4,515</u>	<u>125,285</u>	<u>3,540</u>	<u>121,745</u>
Reserves of Trading and Service Units NYES					
Trading Reserves	4,853	(450)	5,303	736	4,567
Insurances	4,809	803	4,006	555	3,451
	<u>9,662</u>	<u>353</u>	<u>9,309</u>	<u>1,291</u>	<u>8,018</u>
Revenue Grants and Contributions Reserve					
Public Health	4,382	(1,650)	6,032	(1,777)	7,809
CYPS Miscellaneous Grants	9,868	179	9,689	(286)	9,975
Civil Parking Enforcement	3,432	(85)	3,517	(328)	3,845
Improved Better Care Fund	6,567	978	5,589	5,589	0
Care Act	4,383	0	4,383	0	4,383
Other Individual Reserves <£2m	3,670	700	2,970	(27)	2,997
	<u>32,302</u>	<u>122</u>	<u>32,180</u>	<u>3,171</u>	<u>29,009</u>
Total Earmarked Reserves	<u>184,200</u>	<u>(2,187)</u>	<u>186,387</u>	<u>(3,329)</u>	<u>189,716</u>

(c) Capital Receipts Unapplied Reserve

The Capital Receipts Unapplied Reserve records balances of monies received from capital disposals that can be retained for qualifying capital purposes, expenditure of a capital nature or repayment of long term loans.

	31st March 2019 £000	31st March 2018 £000
Opening Balance	3,129	3,129
Transfer of sale proceeds credited as part of the gains/loss on disposal to the Comprehensive Income and Expenditure Statement	4,089	2,030
Use of the Capital Receipts Unapplied Reserve to finance new expenditure	<u>(3,942)</u>	<u>(2,030)</u>
Closing Balance	<u>3,276</u>	<u>3,129</u>

(d) Capital Grants Unapplied Reserve

The Capital Grants Unapplied Reserve is required under IFRS and IAS 20 Accounting for Government Grants. The reserve holds the balances of capital grants received where the conditions of use have been met but the actual expenditure has not been incurred. This reserve is classified as a usable reserve as the balances held within this account can be utilised to fund future expenditure of a capital nature.

	2018/19 £000	2017/18 £000
Opening Balance	23,034	34,119
Adjustments between accounting basis and funding basis under regulation		
Capital Grants and Contributions Unapplied credited to the Comprehensive Income and Expenditure Statement	98,500	79,931
Application of Capital Grants and Contributions within the period and adjusted through the Capital Adjustment Account	<u>(102,250)</u>	<u>(91,016)</u>
Closing Balance	<u>19,284</u>	<u>23,034</u>

35. Unusable Reserves

(a) Revaluation Reserve

The Revaluation Reserve records the unrealised gains from the revaluation of Property, Plant and Equipment.

	2018/19 £000	2017/18 £000
Opening Balance	336,975	280,141
Asset Revaluation within Other Comprehensive Income and Expenditure Statement including Addition of assets	89,931	84,716
Adjustment between current value depreciation and historic cost depreciation	<u>(9,480)</u>	<u>(8,071)</u>
Write out of revaluation on disposal; Property, Plant and Equipment	<u>(33,531)</u>	<u>(19,811)</u>
Closing Balance	<u>383,895</u>	<u>336,975</u>

The revaluation reserve is built up from individual balances for each asset within the Property, Plant and Equipment categories of assets. No individual asset will have a negative revaluation balance even if the overall reserve is in surplus.

The Reserve contains only revaluation gains accumulated since 1st April 2007, the date that the reserve was created; prior to this date the Capital Adjustment Account was used to record revaluation gains.

Revaluations arising on investment properties are (under IFRS) charged to the Surplus or Deficit on Provision of Services section of the Comprehensive Income and Expenditure Statement as and when they arise. Revaluation values for investment properties are therefore not held within the revaluation reserve.

(b) Collection Fund Adjustment Account

The Collection Fund Adjustment Account represents an Unusable Reserve in the Balance Sheet. The County Council must show the accrued value of Council Tax and Non- Domestic Rates Income relating to the County Council as at 31st March 2019 rather than the actual Council Tax and Non-Domestic Rates paid over by Billing Authorities to the County Council during the Financial Year.

In addition, the County Council is required to show in its Balance Sheet provisions for the following:-

- Debtors for the County Council's share of Council Tax and Non-Domestic Rates arrears at 31st March 2019;
- Provision for bad debts of Debtors in relation to Council Tax and Non- Domestic Rates arrears as at 31st March 2019;
- Income in advance from Council Tax and Non-Domestic Rates payers who have paid their bills early as at 31st March 2019; and
- Creditor provision where the billing authorities have under-collected Council Tax and Non-Domestic Rates Income in-year compared to the value of Council Tax precepts and Non-Domestic Rates actually paid over to the County Council in 2018/19.

The Collection Fund Adjustment Account represents an adjustment between the Council Tax and Non-Domestic Rates collected and paid over to the County Council by billing authorities in 2018/19, and the County Council's accrued actual share of Billing Authority Collection Fund Balances in 2018/19. The Collection Fund Adjustment Account also represents the County Council's actual net share of surplus or deficit in all the billing authorities collection funds combined at the end of 2017/18 and 2018/19 and can be calculated as follows:-

	31st March 2019 £000	31st March 2018 £000
Council Tax		
Debtors	12,613	11,445
Provision for Doubtful Debts	(5,980)	(5,741)
Creditors for Pre-payments and Over-payments	(5,039)	(4,947)
Net Debtors to the Billing Authority	1,027	1,460
Net Creditors to the Billing Authority	<u>0</u>	<u>0</u>
	<u>2,621</u>	<u>2,217</u>
Non-Domestic Rates		
Debtors	578	610
Provision for Doubtful Debts	(311)	(292)
Provision for Appeals	(2,121)	(1,835)
Creditors for Pre-payments and Over-payments	(400)	(322)
Net Debtors / (Creditors) to the Billing Authority	<u>3,530</u>	<u>3,102</u>
	<u>1,276</u>	<u>1,263</u>
Collection Fund surplus	<u>3,897</u>	<u>3,480</u>
Movement in Year		
Council Tax	404	(2,352)
Non-Domestic Rates	13	218
	<u>417</u>	<u>(2,134)</u>

(c) Accumulated Absences Account

The Accumulated Absences Account is used to accrue for short term compensated absences such as holiday pay earned but not taken. This accrual is under statutory provision and does not represent a charge to the General Working Balance; this reserve holds the balance of the accrual within the unusable reserves section of the Balance Sheet.

	2018/19 £000	2017/18 £000
Balance Brought Forward	(9,105)	(9,424)
Movement in Year	<u>2,770</u>	<u>319</u>
Closing Balance	<u>(6,335)</u>	<u>(9,105)</u>

(d) Pension Reserve

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 County Council accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees; however, statutory arrangements require benefits earned to be financed as the County Council makes contributions to the pension fund.

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 County Council has set aside to meet them.

	2018/19 £000	2017/18 £000
Opening Balance	(469,099)	(463,951)
Remeasurements of the Net Defined Benefit Liability (Actuarial gains / (losses) on pension assets/liabilities)	51,958	20,394
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(72,399)	(69,962)
Employers pension contributions payable in year	53,691	44,420
Closing Balance	<u>(435,849)</u>	<u>(469,099)</u>

(e) Capital Adjustment Account

The Capital Adjustment Account records the historic cost of acquiring, creating or enhancing Fixed Assets, (including depreciation and impairment), over the life of those assets as well as the resources set aside to finance them.

	2018/19 £000	2017/18 £000
Opening Balance	932,673	946,736
Adjustments between accounting basis and funding basis under regulations		
Amortisation of Intangible Assets	(1,005)	(1,234)
Charges for depreciation and impairment of non current assets	(55,897)	(50,502)
Revaluation losses on Property, Plant and Equipment	(6,488)	(4,613)
Impairment from Non Enhancing Capital Expenditure	(8,320)	(13,004)
Movements in the value of Investment Properties	241	1,360
Capital Grants and Contributions	102,250	91,016
Revenue Expenditure Funded from Capital under Statute	(35,028)	(16,522)
Carrying Value of non current assets written off on disposal	(108,166)	(82,947)
Statutory Provision for the financing of capital investment	14,171	25,166
Capital Expenditure charged against the General Working Balance	7,300	8,880
Transfer of sale proceeds credited as part of the gain / loss on disposal to the Comprehensive Income and Expenditure Statement	3,942	2,030
Re-payment of long term loans	(908)	(1,575)
Other Reserve Movements		
Adjustment between current value depreciation and historic cost depreciation	9,480	8,071
Write out of revaluation on disposal; Property, Plant and Equipment	33,531	19,811
Closing Balance	<u>887,776</u>	<u>932,673</u>

(f) Financial Instruments Revaluation Reserve

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

- Revalued downwards or impaired and the gains are lost; and
- Disposed of and the gains are realised.

	2018/19 £000	2017/18 £000
Opening Balance	0	0
Financial Instruments held under Fair Value through Profit & Loss subject to MHCLG Statutory Over-Ride*	(41)	0
Closing Balance	<u>(41)</u>	<u>0</u>

*The MHCLG introduced a statutory over-ride to protect the General Fund balance from any fluctuations in fair value movements in quoted investment funds. In the County Council's case this relates to its investments in two Pooled Investment Property Funds. This over-ride expires on 31st March 2023 and unless extended, all fair value movements will then impact on the General Fund Balance.

36. Material Contingent Liabilities

The County Council has identified areas where a present or past obligation has resulted in the possibility of a future liability being incurred.

Due to a number of factors, amounts cannot yet be fully determined and disclosed. In line with accounting guidance (IAS 37) no adjustments have been made within the Balance Sheet for these liabilities.

- Deprivation of Liberty Safeguards

A court Judgment around the definition of what constitutes a Deprivation of Liberty requires reviews of a significant number of care plans of existing clients involving the use of specialist staff and externally purchased expertise at significant cost. The Local Authority is the Supervisory body for authorising a deprivation of liberty in a residential setting and for hospitals and is experiencing a significant increase in the number of referrals seeking authorisation. With regard to those living in supported living accommodation and deprived of their liberty, this can only be authorised by the Court of Protection.

The Judgment also impacts upon the numbers who are likely to be detained under the Mental Health Act 1983 (MHA) which may trigger an increase in the number of individuals requiring aftercare services upon discharge in accordance with section 117 MHA. The Local Authority cannot charge for aftercare services provided in accordance with section 117 MHA and therefore will see a potential impact on income levels and may also find that there is an increase in the number of disputes over a person's residence in relation to their entitlement to 117 aftercare.

There are likely to be significant resource implications for Health and Adult Services and Legal and Democratic Services, along with external specialists and other fees.

- Court of Appeal judgement on public sector pension schemes

In December 2018 the Court of Appeal ruled against the Government in the 'McCloud/Sargeant' judgement which found that the transitional protection arrangements put in place when the firefighters' and judges' pension schemes were reformed were age discriminatory. The ruling potentially has implications for all public sector schemes which were reformed around the same time and could lead to members who were discriminated against being compensated. The Government has applied to the Supreme Court for permission to appeal this judgement.

The impact of an unsuccessful appeal on public sector schemes and employer contributions cannot yet be determined as this will depend on a range of factors including Government approach, scheme membership profile and assumptions used to report pensions costs.

37. Events after the Balance Sheet Date

Under IAS 10 Events after the Reporting Period, the County Council is required to disclose the date that the financial statements are authorised for issue. This establishes the date after which events will not have been recognised in the Statement of Accounts.

The Draft Statement for 2018/19 was authorised for issue by 29th May 2019 by the Corporate Director – Strategic Resources.

38. Dedicated Schools Grant

The council's expenditure on schools is funded primarily by grant monies provided by the Education Funding Agency, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget, as defined in the School Finance and Early Years (England) Regulations 2014. The Schools Budget includes elements for a range of educational services provided on an authority-wide basis and for the Individual Schools Budget, which is divided into a budget share for each maintained school.

Details of the deployment of DSG receivable for 2018/19 are detailed below:-

	Central Expenditure £000	Individual Schools Budgets £000	Total £000
Final DSG for 2018/19 before Academy recoupment			413,691
Academy figure recouped for 2018/19			(115,755)
Total DSG after Academy recoupment for 2018/19			<u>297,936</u>
Plus Brought forward from 2017/18			1,320
Plus Post year end adjustment			0
Less Carry-forward to 2019/20 agreed in advance			<u>0</u>
Agreed initial budgeted distribution in 2018/19	47,029	252,227	299,256
In year adjustments		(3)	(3)
Final budgeted distribution for 2018/19	<u>47,029</u>	<u>252,224</u>	<u>299,253</u>
Less Actual central expenditure	49,136		49,136
Less Actual ISB deployed to schools		(250,812)	(250,812)
Net Carry-forward in year	<u>(2,107)</u>	<u>1,412</u>	<u>(695)</u>
Net Carry-forward to 2019/20			<u>(695)</u>

In 2018/19, £297,963k has been credited against the Education and Children's Services in the Comprehensive Income and Expenditure Statement.

The net overspend in 2018/19 of £2,015k on central expenditure and ISB has been met, in part, by the balance of DSG carried forward from previous years. The remaining £695k overspend has been carried forward as a deficit in the next or subsequent year.

39. Financial Instruments

Financial Instruments are formally defined as contracts that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. For the County Council, this definition covers the instruments used in Treasury Management activities, including the borrowing and lending of money and the making of investments.

The County Council has adopted the CIPFA Code of Practice on Treasury Management. This Code sets out a framework of operating procedures to reduce treasury risk and improve understanding and accountability regarding the Treasury position of the County Council.

The CIPFA Code of Practice on Treasury Management requires:-

- a Treasury Management Policy Statement (TMPS) stating the County Council's policies and objectives for its treasury management activities; and
- a framework of Treasury Management Practices (TMPs) setting out the manner in which the County Council will seek to achieve the policies and objectives set out above and prescribing how it will manage and control those activities.

The twelve recommended TMP's are reviewed and updated as and when necessary in the light of regulatory and/or local policy changes and cover the following areas:-

- risk management;
- performance measurement;
- decision-making and analysis;
- approved instruments, methods and techniques;
- organisation, clarity and segregation of responsibilities and dealing arrangements;
- reporting requirements and management information arrangements;
- budgeting, accounting and audit arrangements;
- cash and cash flow management;
- money laundering;
- training and qualifications;
- use of external service providers; and
- corporate governance.

The County Council provides treasury management services to the external bodies listed on page 104 (the external bodies listed as having temporary loans with the County Council) and the loans from them represent working balances which are invested with the County Council.

Changes as a result of the adoption of IFRS 9 – Financial Instruments

Following the CIPFA's Code's adoption of IFRS 9, the County Council now recognises and measures financial assets at either amortised cost, at fair value through profit and loss or at fair value through other comprehensive income. Financial assets have therefore been reclassified into these new categories. The new standard states that investments in equity should be recognised as fair value through profit and loss, which would result in changes in valuation impacting upon the County Council's General Fund balance and its revenue budget. To mitigate this, the CIPFA Code of Practice allows councils to elect to treat equity investments as fair value through other comprehensive income. The County Council has therefore elected to designate its shareholdings in its non-consolidated subsidiaries and a joint venture as fair value through other comprehensive income.

The County Council also holds a pooled investment in two property funds. Any changes in valuation are also required to be recognised as fair value through profit and loss, which again would impact upon the County Council's general fund balance and revenue budget. The MHCLG has permitted a temporary (5 year) statutory override for English local authorities to mitigate the impact of these changes in valuation, commencing 1st April 2018. The council will utilise the statutory override to account for any changes in the value of this investment.

Reclassification and Remeasurement of Financial Assets at 1st April 2018

The following Financial Assets have been reclassified following the adoption of IFRS 9.

Previous Classification	Carrying Amount b/fwd 1 April 2018 £000	New Classification at 1st April 2018		
		Amortised Cost £000	Fair Value through Other Comprehensive Income £000	Fair Value through Profit and Loss £000
Investments				
Loans and Receivables	262,901	262,401	500	0
Loans to Subsidiary Companies	7,957	7,957	0	0
Loans to Growing Places Schemes	5,112	5,112	0	0
Other Debtors	7,873	7,873	0	0
Reclassified amounts at 1 April 2019	<u>283,843</u>	<u>283,343</u>	<u>500</u>	<u>0</u>

Effect of Asset Reclassification and Remeasurement on the Balance Sheet

	Amortised Cost £000	Fair Value through Other Comprehensive Income £000	Fair Value through Profit and Loss £000	Total Balance Sheet Carrying Amount £000
Remeasured Carrying Amounts at 1 April 2018	284,013	0	0	284,013
Reclassified Amounts :-				
Non-current Investments	13,518	500	0	14,018
Long Term Debtors				
Loans to Subsidiary Companies	7,957	0	0	7,957
Loans to Growing Places	5,112	0	0	5,112
Other	7,873	0	0	7,873
	<u>20,942</u>	<u>0</u>	<u>0</u>	<u>20,942</u>
Current Investments	248,883	0	0	248,883
	<u>283,343</u>	<u>500</u>	<u>0</u>	<u>283,843</u>

(a) Categories of Financial Instruments

The following categories of financial instrument are carried in the Balance Sheet.

Financial Assets

	Non-Current				Current			
	Investments		Debtors		Investments		Debtors	
	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000
Fair Value through Profit or Loss	0	0	0	0	0	0	0	0
Amortised Cost								
Investments	18,653	13,518	0	0	397,316	248,883	0	0
Loans to Subsidiary Companies	0	0	10,002	7,957	0	0	0	0
Loans to Growing Places Schemes	0	0	5,390	5,112	0	0	0	0
Other	0	0	8,611	7,873	0	0	0	0
	<u>18,653</u>	<u>13,518</u>	<u>24,003</u>	<u>20,942</u>	<u>397,316</u>	<u>248,883</u>	<u>0</u>	<u>0</u>
Fair Value through other Comprehensive Income - designated equity instruments	6,389	500	0	0	0	0	0	0
Fair Value through Other Comprehensive Income - other	0	0	0	0	0	0	0	0
Total Financial Assets	<u>25,042</u>	<u>14,018</u>	<u>24,003</u>	<u>20,942</u>	<u>397,316</u>	<u>248,883</u>	<u>0</u>	<u>0</u>
Non Financial Assets	0	0	0	0	0	0	88,883	96,088
Total	<u>25,042</u>	<u>14,018</u>	<u>24,003</u>	<u>20,942</u>	<u>397,316</u>	<u>248,883</u>	<u>88,883</u>	<u>96,088</u>

Financial Liabilities

	Non-Current				Current			
	Borrowings		Creditors		Borrowings		Creditors	
	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000	31st March 2019 £000	31st March 2018 £000
Fair Value through Profit or Loss	0	0	0	0	0	0	0	0
Amortised Cost								
PWLB Loans	(243,096)	(265,079)	0	0	(24,332)	(4,839)	0	0
Market LOBO Loans	(15,000)	(20,000)	0	0	(5,047)	(46)	0	0
Temporary Loans from External Bodies	0	0	0	0	(229,284)	(88,231)	0	0
PFI and Finance Leases	(155,133)	(156,025)	0	0	(3,014)	(4,235)	0	0
	<u>(413,229)</u>	<u>(441,104)</u>	<u>0</u>	<u>0</u>	<u>(261,677)</u>	<u>(97,351)</u>	<u>0</u>	<u>0</u>
Total Financial Liabilities	<u>(413,229)</u>	<u>(441,104)</u>	<u>0</u>	<u>0</u>	<u>(261,677)</u>	<u>(97,351)</u>	<u>0</u>	<u>0</u>
Non Financial Liabilities	0	0	(3,698)	(2,863)	0	0	(92,024)	(83,197)
Total	<u>(413,229)</u>	<u>(441,104)</u>	<u>(3,698)</u>	<u>(2,863)</u>	<u>(261,677)</u>	<u>(97,351)</u>	<u>(92,024)</u>	<u>(83,197)</u>

(b) Income, Expense, Gains and Losses

	2018/19		2017/18	
	Surplus / (Deficit) on the Provision of Services £000	Other Comprehensive Income and Expenditure £000	Surplus / (Deficit) on the Provision of Services £000	Other Comprehensive Income and Expenditure £000
Net Gains / Losses on				
investments in equity instruments				
designated at fair value through	41	0	0	0
other comprehensive income				
Interest Revenue				
financial assets measured at	(4,847)	0	(2,419)	0
amortised cost				
Interest Expense	29,479	1,748	15,009	576

(c) Fair Values of Assets and Liabilities

The County Council holds units within two Property Funds. Property Fund investments are held at Net Asset Value, as per the Investment Manager's Annual Statement.

The funding of these investments was from Capital reserves. The County Council did not borrow funds to finance these investments therefore Minimum Revenue Provision (MRP) has not been adjusted. However, the performance of these investments will be monitored closely to ensure no / minimal loss, and MRP reviewed regularly and amended if indicated by the year end position.

As these gains or losses impact on the General Fund balance, the temporary statutory override, agreed with the MHCLG, will be utilised. This will result in any loss or gain being reversed and recorded in the Financial Instruments Revaluation Reserve. Any gain or loss will only be realised when the investments are sold and will be treated as a capital receipt and recognised through the Capital Adjustments Account, as these investments were funded from capital.

	2018/19		2017/18	
	Nominal £000	Fair Value £000	Nominal £000	Fair Value £000
Property Funds				
Blackrock	3,003	2,990	0	0
Threadneedle	2,927	2,899	0	0
Shareholding				
Align Property Partners Limited	500	500	500	500
	<u>6,430</u>	<u>6,389</u>	<u>500</u>	<u>500</u>

Except for the Financial Assets valued at fair value above, all other financial liabilities and financial assets represented by loans and receivables are carried in the Balance Sheet at amortised costs. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:-

- for loans from the Public Works Loan Board, (PWLB), new borrowing rates available from the PWLB have been applied and for other loans payable, current market rates were obtained from the County Council's Treasury Management Advisors, Link Asset Services;
- for loans receivable, the prevailing benchmark market rates have been used to provide fair value;
- no early repayment or impairment is recognised; and
- the fair value of trade and other receivables is taken to be the invoiced or billed amount.

The fair values calculated are as follows:-

Borrowing Activities

	31st March 2019		31st March 2018	
	Carrying Amount £000	Fair Value £000	Carrying Amount £000	Fair Value £000
PWLB Maturity Loans	260,749	343,960	260,750	393,679
PWLB Annuity Loans	6,679	7,278	9,168	10,360
Market LOBO Loans	20,047	29,440	20,046	38,223
Total	<u>287,475</u>	<u>380,678</u>	<u>289,964</u>	<u>442,262</u>

The fair value of the liabilities is greater than the carrying amount because the County Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans at the Balance Sheet date. This shows a notional future loss (based on economic conditions at 31st March 2019) arising from a commitment to pay interest to lenders above current market rates.

The fair value of Public Works Loan Board (PWLB) loans of £351.2m 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. The difference between the carrying amount and the fair value measures the additional interest that the authority 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.

However, the authority has a continuing ability to borrow at concessionary rates from the PWLB rather than from the markets. A supplementary measure of the additional interest that the authority will pay as a result of its PWLB commitments for fixed rate loans is to compare the terms of these loans with the new borrowing rates available from the PWLB. If a value is calculated on this basis, the carrying amount of £267.4m would be valued at £351.2m. But, if the authority were to seek to realise the projected loss by repaying the loans to the PWLB, the PWLB would raise a penalty charge for early redemption in addition to charging a premium for the additional interest that will not now be paid. The exit price for the PWLB loans including the penalty charge would be £401.6m.

Investment Activities

	31st March 2019		31st March 2018	
	Carrying Amount £000	Fair Value £000	Carrying Amount £000	Fair Value £000
Money Market Loans more than 1 year	5,000	5,031	10,000	10,028
Financial Liabilities	5,000	5,031	10,000	10,028

The fair value of the assets is less than the carrying amount because the County Council's portfolio of investments includes fixed rate loans where the interest rate receivable is lower than the rates available for similar loans at the Balance Sheet date. This results in a notional future loss (based on economic conditions at 31st March 2019) attributable to the commitment to receive interest above current market rates.

In addition the financial assets representing the shareholding in Yorwaste Limited (£3,518k), Align Property Partners Limited (£500k), First North Law Limited (£0.1k), Brierley Homes Limited (£0.1k), SJB Recycling Limited (£1), NYnet Limited (£1) and Veritau (£1) continued to be valued at Historic Cost and have been omitted from the above. These share-holdings are valued at Historic Cost because they do not have a quoted market price in an active market and therefore their fair value cannot be measured reliably. In addition these investments are not classified as "Held for Sale" and therefore in accordance with The Code, can be accounted for at Cost.

(d) Disclosure of nature and extent of risks arising from Financial Instruments

The County Council's activities expose it to a variety of financial risks, the key risks are:

- Credit risk – the possibility that other parties might fail to pay amounts due to the County Council;
- Liquidity risk – the possibility that the County Council might not have funds available to meet its commitments to make payments;
- Re-financing risk – the possibility that the County Council might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms; and
- Market risk – the possibility that financial loss might arise for the County Council as a result of changes in such measures as interest rate movements.

Overall Procedures for Managing Risk

The County Council's overall risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and the associated regulations. These require the County Council to comply with the CIPFA Prudential Code, the CIPFA Treasury Management in the Public Services Code of Practice and Investment Guidance issued through the Act. Overall these procedures require the County Council to manage risk in the following ways:-

- adopt the requirements of the Code of Practice;
- approve annually in advance, prudential indicator limits for the following three years;

- the County Council's overall borrowing limits;
 - its maximum and minimum exposures to fixed and variable rates;
 - its maximum and minimum exposures to the maturity structure of its debt;
 - its maximum annual exposures to investments maturing beyond a year; and
- approve an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Guidance.

The Annual Treasury Management Strategy includes these procedures in order to manage the risks of the County Council's financial instrument exposure. It is approved at the County Council's annual council tax setting budget meeting before the beginning of the financial year.

Annual outturn reports are submitted to the Executive for Treasury Management and Prudential Indicators which set out full details of activities and performance during the preceding financial year. In addition, quarterly reports on Treasury Management matters are submitted to the Executive as part of the County Council's Quarterly Performance Monitoring report and periodic meetings are held between the Corporate Director - Strategic Resources, the Chairman of the Audit Committee and the Deputy Leader to discuss issues arising from the day to day management of Treasury Management activities. The Audit Committee is responsible for scrutinising the County Council's Treasury Management activities and receives regular reports and updates on Treasury Management matters.

Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the County Council's customers. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined in the treasury management strategy.

The County Council relies on credit ratings and "ratings watch" and "outlook" notices published by the three credit rating agencies (Fitch, Moody's and Standards & Poor's) to establish the credit quality of counterparties and investment schemes. All three credit rating agencies also produce a Sovereign Rating which assesses a country's ability to support a financial institution should they get into difficulty.

No combination of ratings can be viewed as entirely fail-safe and all credit ratings, ratings watches and outlooks are monitored on a daily basis and changes made as appropriate. In addition, the County Council takes into account trends within the Credit Default Swap (CDS) Market. Since they are a traded instrument they reflect the market perception of an institution's credit quality unlike credit ratings which often focus on a longer term view. The County Council also monitors other sources of market intelligence, including the financial press, for rumours and speculation which may impact on organisations which the County Council may invest with.

Further details of the County Council's investment criteria are included in the Annual Treasury Management Strategy, a copy of which is available on the County Council's website, www.northyorks.gov.uk.

In addition, the County Council has set maximum investment limits for each organisation which also reflect that institutions credit worthiness – the higher the credit quality, the greater the investment limit. These limits also reflect UK Government involvement (i.e. Government ownership or being part of the UK Government guarantee of liquidity).

These limits can be summarised as follows:-

Maximum Investment Limit	Criteria
£75m	– UK "Nationalised" Banks / UK Banks with UK Central Government Involvement
£20m - £75m	- Selected UK "Clearing Banks" and other UK based Banks and Building Societies
£20m - £40m	- High quality Foreign Banks

The County Council's maximum exposure to credit risk in relation to its investments in Banks and Building Societies cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. A risk of recoverability applies to all of the County Council's deposits, however, there was no evidence at the 31st March 2019 that this was likely to occur.

The following analysis summarises the County Council's potential maximum exposure to credit risk as at 31st March 2019, based on experience of default assessed by the credit rating agencies and experience of its customer collection levels over the last five financial years, adjusted to reflect current market conditions.

Amounts Arising from Expected Credit Loss

The County Council has assessed all its short and long term investments and concluded that the expected credit loss is not material, therefore no allowances have been made.

A summary of the credit quality of the County Council's investments at 31st March 2019 is shown below along with the potential maximum exposure to credit risk, based on experience of default and collectability.

	Amount at 31st March 2019 £000	Historical experience of default %	Historical experience adjusted for market conditions %	Estimated Maximum Exposure to default and uncollectability at 31 March 2019 £000
Deposits for less than 1 year:-				
Deposits with Local Authorities	85,349	0.0	0.0	0.0
Institutions with Fitch Rating				
Long Term AA, Short Term F1+	25,019	0.0	0.0	0.0
Long Term AA-, Short Term F1+	20,116	0.0	0.0	0.0
Long Term A+, Short Term F1+	80,311	0.0	0.0	0.0
Long Term A+, Short Term F+	71,129	0.0	0.0	0.0
Long Term A, Short Term F	80,231	0.0	0.0	0.0
Part Nationalised Banks (Fitch rating Long Term A+, Short Term F1)	35,161	0.0	0.0	0.0
	397,316			

The County Council's exposure to credit risk can also be analysed by the Sovereign Rating of the Country in which the financial institution is domiciled as follows:-

	Fitch Sovereign Rating as at 31st March 2019	Amount at 31st March 2019 £000
UK	AA	357,092
Australia	AAA	10,066
Germany	AAA	30,158
		<u>397,316</u>

The County Council does not generally allow credit for its trade debtors. Analysis of invoices raised as at 31st March 2019, which are included within the £96.0m Short Term Debtors, can be analysed by past-due and age status as follows:-

	31st March 2019 £m
Less than 1 month	24.8
1 to 2 months	2.0
3 months or more	11.0
	<u>37.8</u>

It is considered that £11.0m of the £37.8m debtors invoice balance is past its due date for payment. The County Council maintains a Bad Debt Provision for debts based on both the age of the debt and the likelihood of a continued dispute or future settlement. No further assessment of the fair value has therefore been made. Amounts are carried on the Balance Sheet at their amounts outstanding and no amounts have been included in the table for the County council's exposure to default.

Liquidity Risk

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

The County Council has ready access to borrowings from the money markets to cover day to day cash flow need, whilst the PWLB and money markets provide access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is, therefore, no significant risk that it will be unable to meet its commitments under financial instruments.

The approved prudential indicators "limits for the maturity structure of debt" and the "limits placed on investments for greater than one year in duration" are the key parameters used to address liquidity risk. The maturity of debt limit is used when carefully planning new loans to be taken and (where it is economic to do so) making early loan repayments. Also the limit placed on investments is monitored when considering cash flow needs and placing funds in the longer term.

Creditors are paid in accordance with suppliers' terms which, for liquidity risk purposes to the County Council, is less than one year and are not shown in the table above. Further analysis of creditors can be found in note 32.

All investment held with banks and financial institutions are due to mature within less than one year.

Refinancing and Maturity risk

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

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

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

The maturity analysis of financial liabilities (borrowing) is as follows:-

	31st March 2019 £000	31st March 2018 £000
Less than one year		
Public Works Loan Board	(24,332)	(4,839)
Market LOBO Loans	(5,047)	(46)
Temporary Loans from External Bodies		
- North Yorkshire Pension Fund	(155,720)	(12,485)
- Selby District Council	(52,598)	(54,597)
- North Yorkshire Fire and Rescue Authority	(6,799)	(8,657)
- North York Moors National Park	(2,233)	(2,235)
- Yorkshire Dales National Park	(3,397)	(3,037)
- Peak District National Park	(5,220)	(7,119)
- National Parks England	(296)	(101)
- Align Property Partners Limited	(535)	0
- Nynet Limited	(2,486)	0
	<u>(229,284)</u>	<u>(88,231)</u>
Total Less than one year	<u>(258,663)</u>	<u>(93,116)</u>
Greater than one year		
Public Works Loan Board	(243,096)	(265,079)
Market LOBO Loans	(15,000)	(20,000)
	<u>(258,096)</u>	<u>(285,079)</u>
Analysis of loans by Maturity		
Between one and two years	(42,128)	(26,983)
Between two and five years	(27,468)	(69,596)
Between five and ten years	(10,000)	(10,000)
Between ten and fifteen years	(24,700)	(24,700)
Between fifteen and twenty five years	0	0
Between twenty five and forty years	(138,800)	(138,800)
More than forty years	(15,000)	(15,000)
	<u>(258,096)</u>	<u>(285,079)</u>

Market Risk - Interest rate risk

The County Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the County Council, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in variable and fixed interest rates would have the following effects:-

- Borrowings at variable rates - the interest expense charged to the Comprehensive Income and Expenditure Statement will rise;
- borrowings at fixed rates - the fair value of the borrowing liability will fall;
- investments at variable rates - the interest income credited to the Comprehensive Income and Expenditure Statement will rise;
- investments at fixed rates - the fair value of the assets will fall.

Borrowings are not carried at fair value on the Balance Sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Comprehensive Income and Expenditure Statement. However, changes in interest payable and receivable on variable borrowings and investments will be posted to the Comprehensive Income and Expenditure Statement and affect the General Working Balance.

The Treasury Management strategy includes sensitivity analysis and the prudential indicators for managing interest rate risk. One of the prudential indicators provides maximum and minimum limits for fixed and variable interest rate exposure. The treasury team also monitors the market and forecasts interest rates to adjust exposures accordingly. For example, during periods of falling interest rates, and where economic circumstances are favourable, fixed rate investments may be taken for longer periods to secure better long term returns.

If all interest rates had been 1.0% higher, with all other variables held constant, the financial effect would be:-

	£000
Increase in interest payable on variable rate borrowings	0
Increase in interest receivable on variable rate investments	2,071
Increase in government grant receivable for financing costs	0
Impact on Comprehensive Income and Expenditure Account	<u>2,071</u>
Decrease in fair value of fixed rate investment assets	<u>(93)</u>
Decrease in fair value of fixed rate borrowing liabilities	<u>(3,088)</u>

The impact of a 1.0% fall in interest rates would be as above but with the movements being reversed.

Market Risk – Price risk

The County Council does not invest in equity shares but does have shareholdings to the value of £3.5m in Yorwaste Limited, £0.5m Align Property Partners Limited, £100 First North Law Limited, £100 Brierley Homes Limited and a nominal value of £1 in NYnet Limited, SJB Recycling Limited and Veritau Limited. These holdings are generally illiquid and therefore are not exposed to losses arising from movements in the prices of these shares.

The shareholdings have arisen as they have been acquired rather than originated by the County Council. These long term investments are as a result of acquisition of specific interest and are not quoted in an active market. The County Council is not exposed to price movements.

The value of the above shares are classified as loans and receivables as a reliable fair value cannot be determined.

Further information can be found in note 29 Long Term Investments.

Market Risk – Foreign exchange risk

The County Council has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

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GROUP ACCOUNTS

INTRODUCTION

1. The Code of Practice on Local Authority Accounting recognises the wide diversity of service delivery vehicles used nationally by Local Authorities. The County Council produces a consolidated set of Group Accounts to show the totality of its operations in a transparent manner.

The County Council has undertaken significant research to identify and document its relationships with all partners, companies, joint ventures and voluntary organisations. Consideration of issues such as the type of interest, ownership of share capital, membership of appropriate committees, the degree of operational and financial control, access to benefits and exposure to risks have been key elements in this analysis.

SUMMARY OF FINDINGS

2. In the majority of cases the arrangements for accounting for relationships with these organisations are fully covered within the County Council's Comprehensive Income and Expenditure Statement. Similarly any assets and liabilities generated are accounted for within the County Council's Balance Sheet.

As a result there is no 'group' relationship for most of these arrangements.

After consideration of all relevant criteria, the County Council has determined that for 2018/19, it has a group relationship with eight bodies (including their subsidiaries where appropriate):-

- Align Property Partners Limited;
- Brierley Homes Limited;
- First North Law Limited;
- NYnet Limited;
- SJB Recycling Limited;
- Veritau Limited;
- Yorkshire Purchasing Organisation; and
- Yorwaste Limited.

(a) Align Property Partners Limited

The County Council owns 100% of the issued share capital of Align Property Partners Limited; a company established in 2016 whose principal activities are architectural and property consultancy services. The County Council has provided a loan facility to Align Property Partners Limited for £500k.

Align Property Partners Limited has not been consolidated into North Yorkshire County Council's Group Accounts as its values do not materially impact on the group financial position.

(b) Brierley Homes Limited

The County Council owns 100% of the issued share capital of Brierley Homes Limited; a company established in 2016 whose principal activities are development of building projects, construction of domestic buildings, buying and selling of own real estate and other letting and operating of own or leased real estate. The County Council has provided a loan facility to Brierley Homes Limited of £25.0m.

Brierley Homes Limited has not been consolidated into North Yorkshire County Council's Group Accounts as its values do not materially impact on the group financial position.

(c) First North Law Limited

The County Council owns 100% of the issued share capital of First North Law Limited; a company established in 2016 whose principal activities are the provision of professional legal services. The County Council has provided a loan facility to First North Law Limited for £250k.

First North Law Limited has not been consolidated into North Yorkshire County Council's Group Accounts as its values do not materially impact on the group financial position.

(d) NYnet Limited

NYnet Limited is a company set up by the County Council in February 2007 to provide a world class high speed communication (broadband) infrastructure across North Yorkshire.

The Company has competitively procured a 'next generation broadband network' and sells capacity on that network to public sector organisations (including the County Council) as well as private sector internet service providers (ISP's) who then sell onto the end users of businesses and consumers.

The Company is limited by shares, which are 100% owned by the County Council and is managed by a Board of Directors appointed by the County Council.

NYnet 100 Limited was established in 2011/12 to facilitate and fund on-going developments around the "Connecting North Yorkshire" project, which aims to ensure widespread Broadband availability in the sub-region by 2017. NYnet 100 Limited will receive grant funding and make payments in respect of Connecting North Yorkshire.

The financial results reported are for the entire NYnet sub-group. NYnet 100 Ltd is 100% owned by NYnet Limited.

A working capital loan facility is being provided by the County Council with the sum taken up at 31st March 2019 being nil. This loan is included in the County Council's Balance Sheet as a Long Term Debtor.

NYnet Limited has been consolidated into North Yorkshire County Council's Group Accounts as a consolidated subsidiary.

(e) SJB Recycling Limited

The County Council owns 78% of SJB Recycling Limited whose principal activities are the composting and processing of green and wood waste. The remaining shareholder in SJB Recycling Limited is the City of York Council holding 22%. SJB Recycling Limited transferred to the direct ownership of the County Council and City of York Council from Yorwaste Limited, a subsidiary of the County Council.

SJB Recycling Limited has not been consolidated into North Yorkshire County Council's Group Accounts as their values do not materially impact on the group financial position.

(f) Veritau Limited

In April 2009 North Yorkshire County Council and the City of York Council worked in partnership to develop a shared service covering all the functions of internal audit, counter fraud and information governance.

The company is wholly owned by both councils, with each council holding 50% of the shares. Veritau Limited has responsibility for carrying out all internal audit, information governance and counter fraud services for the two councils and a number of other District Councils.

Veritau Limited has not consolidated into North Yorkshire County Council's Group Accounts as their values do not materially impact on the group financial position.

(g) Yorkshire Purchasing Organisation (YPO)

Established as a joint committee of Local Authorities in 1974, YPO is a purchasing and supply service for office supplies, stationery and general equipment. The company supplies the constituent 13 member authorities but also schools, the voluntary sector and the general public. YPO operates on a self-financing basis with no subsidies payable by any member authority. Any surpluses are used for dividend payment primarily but with some scope for re-investment.

Due to the involvement of all member authorities in the Management Committee and its increasing use of customers outside of the local authority market, the County Council does not exert a significant level of influence over YPO's activities. Analysis of the relationship for group Account purposes concludes that it is equivalent to a simple investment. As the County Council made no original investment in 1974 and has no share capital, no consolidation adjustments are necessary.

(h) Yorwaste Limited

The County Council owns 78% of the issued share capital of Yorwaste Limited; a company established in 1993 whose principal activity is the provision of waste disposal facilities by the operation and management of landfill sites/recycling centres. The remaining shareholder in Yorwaste Limited is the City of York Council holding 22%.

The policies of Yorwaste Limited in relation to Fixed Assets are different to that operated by the County Council. All the company's Fixed Assets are valued at historic cost less depreciation. The useful economic life of each asset is calculated individually with depreciation calculated on a straight line basis taking into account both commercial and technical obsolescence.

The total issued share capital of Yorwaste Limited is £4,526k (a total of 4,526,000 ordinary shares issued at £1 each).

The County Council has provided a loan facility to Yorwaste Limited for £6.8m. This loan is included in the County Councils Balance Sheet as a Long Term Debtor.

Yorwaste Limited has not paid the County Council a dividend in 2018/19 or 2017/18.

Yorwaste Limited has been consolidated into North Yorkshire County Council's Group Accounts as a subsidiary.

On 23 June 2017 Yorwaste purchased Todd Waste Management Group (TWMG) and all trading of TWMG transferred to Yorwaste. Yorwaste own 100% of the share capital of TWMG. In December 2017 Toddpak Limited (a wholly owned subsidiary of TWMG) transferred from being directly owned by Yorwaste to be a wholly owned subsidiary of SJB Recycling.

FINANCIAL STATEMENTS AND RESULTS

3. The Group Accounts for the County Council are based upon the consolidation of the County Council, NYnet Limited and Yorwaste Limited. It should be noted that although adjustments have been made to facilitate comparability between the sets of Accounts, there is a fundamental difference between the objectives of the organisations with the County Council being a non-profit making body. The figures included are based on Draft Accounts for the two bodies. These companies do not report under IFRS, rather as small unlisted companies, and their accounts are produced under UK GAAP, incorporating FRS 102 in their 2018/19 accounts.

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GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

Year to 31st March 2018				Year to 31st March 2019		
Expenditure £000	Income £000	Net £000		Expenditure £000	Income £000	Net £000
531,449	(406,231)	125,218	Children and Young People's Service	505,588	(393,450)	112,138
134,989	(51,623)	83,366	Business and Environmental Services	155,879	(76,426)	79,453
244,375	(97,502)	146,873	Health and Adult Services	261,832	(102,111)	159,721
71,502	(8,846)	62,656	Central Services	74,280	(11,547)	62,733
963	(7,919)	(6,956)	Corporate Miscellaneous	7,361	(12,463)	(5,102)
8,456	(10,206)	(1,750)	Yorwaste	4,479	(4,729)	(250)
438	(922)	(484)	NYnet Limited	245	(561)	(316)
992,172	(583,249)	408,923	Cost of Services	1,009,664	(601,287)	408,377
			Other Operating Expenditure			
		80,917	Loss on Disposal of Property, Plant and Equipment			104,077
		0	Impairment of Assets Held for Sale			0
		652	Precepts of Local Precepting Authorities			667
		<u>81,569</u>				<u>104,744</u>
			Financing and Investment Income and Expenditure			
		15,396	Interest payable and similar charges			29,686
		(1,511)	Interest receivable and similar income			(2,622)
		0	Financial Instruments			41
		(1,453)	Investment Properties; revaluation and impairment			(414)
		(720)	Deficit / (Surplus) on trading activities			(600)
		11,273	Net interest on the net defined pension benefit liability (asset)			11,175
		<u>22,985</u>				<u>37,266</u>
			Taxation and Non-Specific Grant Income (Analysis)			
		(272,423)	Council Tax Income (note 7)			(289,257)
		(62,248)	Non-Domestic Rates Income			(64,897)
		(34,772)	Non-Ringfenced Government Grants			(24,252)
		(63,408)	Capital Grants (note 9)			(63,472)
		<u>(432,851)</u>				<u>(441,878)</u>
		80,626	(Surplus) or Deficit on Provision of Services			108,509

GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT (continued)

Year to 31st March 2018			Year to 31st March 2019		
Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
		80,626			108,509
					(13)
		276			
		0			
		80,902			108,496
					0
		0			(89,023)
		(83,141)			(51,958)
		(20,394)			(140,981)
		(103,535)			
		(22,633)			(32,485)

GROUP MOVEMENT IN RESERVES STATEMENT

	Total Usable Reserves £000	Total Unusable Reserves £000	Total Authority Reserves £000	County Council's Share of Subsidiaries £000	Minority Share of Reserves £000	Total Group Reserves £000
<u>Movement in Reserves during 2018/19</u>						
Balance at 31st March 2018	<u>(239,820)</u>	<u>(794,924)</u>	<u>(1,034,744)</u>	<u>2,631</u>	<u>(2,342)</u>	<u>(1,034,455)</u>
Total Comprehensive Expenditure and Income	108,391	(140,981)	(32,590)	(22)	105	(32,507)
Adjustments between accounting basis and funding basis under regulations	(102,562)	102,562	0	0	0	0
Net (Increase) / Decrease before Transfers	<u>5,829</u>	<u>(38,419)</u>	<u>(32,590)</u>	<u>(22)</u>	<u>105</u>	<u>(32,507)</u>
Balance at 31st March 2019	<u>(233,991)</u>	<u>(833,343)</u>	<u>(1,067,334)</u>	<u>2,609</u>	<u>(2,237)</u>	<u>(1,066,962)</u>
<u>Movement in Reserves during 2017/18</u>						
Balance at 31st March 2017	<u>(254,234)</u>	<u>(759,116)</u>	<u>(1,013,350)</u>	<u>3,695</u>	<u>(2,167)</u>	<u>(1,011,822)</u>
Total Comprehensive Expenditure and Income	82,141	(103,535)	(21,394)	(1,064)	(175)	(22,633)
Adjustments between accounting basis and funding basis under regulations	(67,727)	67,727	0	0	0	0
Net (Increase) / Decrease before Transfers	<u>14,414</u>	<u>(35,808)</u>	<u>(21,394)</u>	<u>(1,064)</u>	<u>(175)</u>	<u>(22,633)</u>
Balance at 31st March 2018	<u>(239,820)</u>	<u>(794,924)</u>	<u>(1,034,744)</u>	<u>2,631</u>	<u>(2,342)</u>	<u>(1,034,455)</u>

GROUP BALANCE SHEET AS AT 31ST MARCH 2019

31st March 2018 £000		31st March 2019 £000
1,686,668	Property, Plant and Equipment (note 3)	1,676,805
36,459	Investment Property	47,983
9,996	Intangible Assets	8,516
10,500	Long Term Investments	21,524
5,259	Long Term Debtors	6,561
1,748,882	Long Term Assets	1,761,389
249,148	Short Term Investments	397,506
170	Assets held for sale	170
2,151	Inventories	2,467
104,369	Short Term Debtors (note 5)	111,290
56,310	Cash and Cash Equivalents (note 4)	65,268
243	Current Tax Assets	188
412,391	Current Assets	576,889
(93,116)	Short Term Borrowing	(258,663)
(95,230)	Short Term Creditors (note 6)	(102,401)
(2,102)	PFI Liability repayable within 12 months	(3,003)
(2,804)	Provisions to be used within 12 months	(3,064)
(10)	Finance Lease repayable within 12 months	(11)
(12,308)	Capital Grant Receipts in Advance	(12,369)
(205,570)	Current Liabilities	(379,511)
(3,039)	Long Term Creditors	(4,226)
(157,090)	PFI Liability repayable in excess of 12 months	(154,086)
(1,058)	Finance Lease payable in excess of 12 months	(1,047)
(452,301)	Pensions Liability	(427,450)
(16,424)	Provisions to be used in excess of 12 months	(19,462)
(287,265)	Long Term Borrowing	(259,610)
(4,071)	Capital Grant Receipts in Advance	(25,924)
(921,248)	Long Term Liabilities	(891,805)
1,034,455	Net Assets	1,066,962
239,820	Usable Reserves	233,991
794,924	Unusable Reserves	833,343
(289)	Reserves - Group Entities	(372)
1,034,455	Total Reserves	1,066,962

GROUP CASH FLOW STATEMENT

31st March 2018 £000		31st March 2019 £000
(80,902)	Net Surplus / (Deficit) on the Provision of Services	(108,496)
	Adjust Net Surplus / (Deficit) on the Provision of Services for non cash movements	
53,395	Depreciation / Amortisation	59,553
16,257	Impairment and revaluations charged to the provision of services	14,567
3,176	Movement in Creditors	(1,782)
(17,083)	Movement in Debtors	(8,309)
(202)	Movement in Inventories	(316)
1,078	Movement in Provisions	2,877
8,744	Pensions Liability	27,107
82,947	Carrying Amount of Non-current Assets sold	108,166
104	Other non-cash items charged to the provision of services	835
148,416		202,698
	Adjust for items included in the Net Surplus / (Deficit) on the Provision of Services that are investing and financing activities	
(63,408)	Grants received for investment purposes	(63,472)
(455)	Proceeds from the sale of property and other assets	(3,181)
(63,863)		(66,653)
0	Equity Dividends Paid	0
0	Taxation	0
3,651	Net cash flows from Operating Activities	27,549
	Investing Activities	
(89,585)	Purchase of Property, Plant and Equipment and Intangible Assets	(93,042)
0	Purchase of Short Term and Long Term investments	0
455	Proceeds from the Sale of Property (and other Assets)	3,423
22,335	Proceeds from Short Term and Long Term Investments	(159,457)
64,904	Other receipts for investing activities	95,614
(1,891)	Net cash flows from Investing Activities	(153,462)
	Financing Activities	
23,018	Cash receipts of Short and Long Term Borrowing	140,281
(1,575)	Other receipts from Financing Activities	(845)
(2,521)	Repayment of the outstanding liability of Finance Lease and similar arrangements	(2,113)
(21,443)	Repayment of Short and Long Term Borrowing	(2,452)
(179)	Other payments for Financing Activities	0
(2,700)	Net cash flows for Financing Activities	134,871
(940)	Net Increase / (decrease) in Cash and Cash Equivalents	8,958
57,250	Cash and Cash Equivalents at the beginning of the reporting period	56,310
56,310	Cash and Cash Equivalents at the end of the reporting period	65,268
(940)		8,958

NOTES TO THE GROUP STATEMENTS

1. Expenditure and Funding Analysis 2018/19

	Net Expenditure £000	Movement to Earmarked Reserves £000	Net Expenditure Chargeable to the General Fund £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Children and Young People's Service	75,776	4,022	79,798	32,340	112,138
Business and Environmental Services	76,080	(3,903)	72,177	7,276	79,453
Health and Adult Services	152,659	1,911	154,570	5,151	159,721
Central Services	57,315	3,500	60,815	1,918	62,733
Corporate Miscellaneous	3,598	(6,332)	(2,734)	(2,368)	(5,102)
NYES	(89)	(1,017)	(1,106)	1,106	0
NYnet Limited	(316)	0	(316)	0	(316)
Yorwaste Limited	(250)	0	(250)	0	(250)
Net Cost of Services	364,773	(1,819)	362,954	45,423	408,377
Other Operating Income and Expenditure	0	0	0	104,744	104,744
Financing and Investment Income & Expenditure	684	0	684	36,582	37,266
Taxation and non specific income and Expenditure	(367,831)	6,537	(361,294)	(80,584)	(441,878)
Tax Expenses	(13)	0	(13)	0	(13)
(Surplus) or Deficit	(2,387)	4,718	2,331	106,165	108,496
Opening Group Balance			(213,368)		
Less/Plus Surplus or (Deficit) on Group in Year			2,331		
Closing Group Balance at 31 March 2019			(211,037)		
General Working Balance			(27,231)		
Earmarked Reserves			(184,200)		
Group Reserves			372		
			(211,059)		

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts

	Adjustments for Capital Purposes £000	Net change for the Pensions Adjustments £000	Other Differences £000	Total Adjustments £000
Children and Young People's Service	36,029	1,951	(5,640)	32,340
Business and Environmental Services	29,941	571	(23,236)	7,276
Health and Adult Services	3,661	1,554	(64)	5,151
Central Services	1,800	1,475	(1,357)	1,918
Corporate Miscellaneous	38	1,294	(3,700)	(2,368)
NYES	0	688	418	1,106
NYnet Limited	0	0	0	0
Yorwaste Limited	0	0	0	0
Net Cost of Services	71,469	7,533	(33,579)	45,423
Other Operating Income and Expenditure	104,077	0	667	104,744
Financing and Investment Income and Expenditure	0	11,175	25,407	36,582
Taxation and non specific income and Expenditure	0	0	(80,584)	(80,584)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	175,546	18,708	(88,089)	106,165

Comparative Expenditure and Funding Analysis 2017/18

	Net Expenditure £000	Movement to Earmarked Reserves £000	Net Expenditure Chargeable to the General Fund £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Children and Young People's Service	70,862	13,355	84,217	41,001	125,218
Business and Environmental Services	67,053	1,662	68,715	14,651	83,366
Health and Adult Services	144,132	(5,309)	138,823	8,050	146,873
Central Services	56,579	2,871	59,450	3,206	62,656
Corporate Miscellaneous	15,078	(3,293)	11,785	(18,741)	(6,956)
NYES	0	(775)	(775)	775	0
NYnet Limited	(484)	0	(484)	0	(484)
Yorwaste Limited	(1,750)	0	(1,750)	0	(1,750)
Net Cost of Services	351,470	8,511	359,981	48,942	408,923
Other Operating Income and Expenditure	0	0	0	81,569	81,569
Financing and Investment Income & Expenditure	719	0	719	22,266	22,985
Taxation and non specific income and Expenditure	(361,154)	2,268	(358,886)	(73,965)	(432,851)
Tax Expenses	276	0	276	0	276
(Surplus) or Deficit	(8,689)	10,779	2,090	78,812	80,902
Opening Group Balance			(215,458)		
Less/Plus Surplus or (Deficit) on Group in Year			2,090		
Closing Group Balance at 31 March 2019			(213,368)		
General Working Balance			(27,270)		
Earmarked Reserves			(186,387)		
Group Reserves			289		
			(213,368)		

Comparator Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts 2017/18

	Adjustments for Capital Purposes £000	Net change for the Pensions Adjustments £000	Other Differences £000	Total Adjustments £000
Children and Young People's Service	39,552	4,931	(3,482)	41,001
Business and Environmental Services	23,156	1,009	(9,514)	14,651
Health and Adult Services	5,330	2,802	(82)	8,050
Central Services	(91)	2,595	702	3,206
Corporate Miscellaneous	42	1,725	(20,508)	(18,741)
NYES	3	1,207	(435)	775
NYnet Limited	0	0	0	0
Yorwaste Limited	0	0	0	0
Net Cost of Services	67,992	14,269	(33,319)	48,942
Other Operating Income and Expenditure	80,917	0	652	81,569
Financing and Investment Income and Expenditure	0	11,273	10,993	22,266
Taxation and non specific income and Expenditure	0	0	(73,965)	(73,965)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	148,909	25,542	(95,639)	78,812

2. The Individual Group Companies together with consolidating adjustment are identified within the following schedules for the Comprehensive Income and Expenditure Statement and the respective Balance Sheets.

Summarised Income and Expenditure Statements for the period to 31st March 2019

	NYCC £000	NYnet Limited £000	Yorwaste Limited £000	Consolidation Adjustments £000	Group £000
Cost of Service	408,943	(316)	(250)	0	408,377
Other Operating Expenditure					
Loss on Disposal of Property, Plant and Equipment	104,077	0	0	0	104,077
Impairment of Assets Held for Sale	0	0	0	0	0
Precepts of Local Precepting Authorities	667	0	0	0	667
	<u>104,744</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>104,744</u>
Financing and Investment Income and Expenditure					
Interest payable and similar charges	29,479	1	762	(556)	29,686
Interest receivable and similar income	(3,099)	(70)	(9)	556	(2,622)
Financial Instruments	41	0	0		41
Investment Properties; revaluation and impairment	(414)	0	0	0	(414)
Surplus of trading activities	(600)	0	0	0	(600)
Net interest on the defined benefit liability (asset)	11,175	0	0	0	11,175
	<u>36,582</u>	<u>(69)</u>	<u>753</u>	<u>0</u>	<u>37,266</u>
Taxation and Non-Specific Grant Income	(441,878)	0	0	0	(441,878)
(Surplus) / Deficit on Provision of Services	<u>108,391</u>	<u>(385)</u>	<u>503</u>	<u>0</u>	<u>108,509</u>
Tax Expenses	0	0	(13)	0	(13)
Interim Dividend	0	0	0	0	0
Group (Surplus) / Deficit	<u>108,391</u>	<u>(385)</u>	<u>490</u>	<u>0</u>	<u>108,496</u>
(Surplus) / Deficit on Revaluation of Fixed Assets	(89,023)	0	0	0	(89,023)
Remeasurements of the Net Defined Benefit Liability	(51,958)	0	0	0	(51,958)
Other Comprehensive Income and Expenditure	<u>(140,981)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(140,981)</u>
Total Comprehensive Income and Expenditure	<u>(32,590)</u>	<u>(385)</u>	<u>490</u>	<u>0</u>	<u>(32,485)</u>

Balance Sheet as at 31st March 2019

	NYCC £000	NYnet Limited £000	Yorwaste Limited £000	Consolidation Adjustments £000	Group £000
Property, Plant and Equipment	1,661,305	47	15,453	0	1,676,805
Investment Property	47,983	0	0	0	47,983
Intangible Assets	6,456	0	2,060	0	8,516
Long Term Investments	25,042	0	0	(3,518)	21,524
Long Term Debtors	24,002	0	0	(17,441)	6,561
Long Term Assets	1,764,788	47	17,513	(20,959)	1,761,389
Short Term Investments	397,316	0	190	0	397,506
Inventories	2,155	312	0	0	2,467
Short Term Debtors	96,088	3,900	11,402	(100)	111,290
Cash and Cash Equivalents	59,110	28	6,130	0	65,268
Assets held for sale	170	0	0	0	170
Current Tax Assets	0	0	188	0	188
Current Assets	554,839	4,240	17,910	(100)	576,889
Short Term Borrowing	(258,663)	0	0	0	(258,663)
Short Term Creditors	(92,024)	(28)	(10,449)	100	(102,401)
PFI Liability repayable within 12 months	(3,003)	0	0	0	(3,003)
Finance Lease repayable within 12 months	(3,064)	0	0	0	(3,064)
Provisions to be used within 12 months	(11)	0	0	0	(11)
Capital Grant Receipts in Advance	(12,369)	0	0	0	(12,369)
Current Liabilities	(369,134)	(28)	(10,449)	100	(379,511)
Long Term Creditors	(3,698)	(11,160)	0	10,632	(4,226)
PFI Liability repayable in excess of 12 months	(154,086)	0	0	0	(154,086)
Finance Lease repayable in excess of 12 months	(1,047)	0	0	0	(1,047)
Provisions to be used in excess of 12 months	(427,450)	0	0	0	(427,450)
Pensions Liability	(12,858)	0	(6,604)	0	(19,462)
Long Term Borrowing	(258,096)	0	(8,323)	6,809	(259,610)
Capital Grant Receipts in Advance	(25,924)	0	0	0	(25,924)
Long Term Liabilities	(883,159)	(11,160)	(14,927)	17,441	(891,805)
Net Assets	1,067,334	(6,901)	10,047	(3,518)	1,066,962
Usable Reserves	233,991	0	0	0	233,991
Unusable Reserves	833,343	0	0	0	833,343
Reserves - Group Entities	0	(6,901)	10,047	(3,518)	(372)
Total Reserves	1,067,334	(6,901)	10,047	(3,518)	1,066,962

3. Movement in Property, Plant and Equipment

	Aggregated Land and Buildings £000	Vehicles, Plant and Equipment £000	Infrastructure £000	Landfill Site Development & Restoration Costs £000	Total £000
Cost of Valuation					
As at 1st April 2018	1,052,916	134,324	838,919	35,473	2,061,632
Effect Re-Profiling	0	0	0	0	0
Additions	6,026	4,555	61,273	967	72,821
Disposals	(107,577)	(1,647)	(9,323)	0	(118,547)
Assets Scrapped	0	0	0	0	0
Transferred to Assets Held for Sale	0	0	0	0	0
Revaluations / (Impairments)					
Recognised in the Revaluation Reserve	89,001	0	0	0	89,001
Recognised in Provision of Services	(30,181)	0	0	0	(30,181)
As at 31st March 2019	1,010,185	137,232	890,869	36,440	2,074,726
Depreciation and Impairments					
As at 1st April 2018	(34,054)	(122,017)	(187,719)	(31,174)	(374,964)
Charge for the year	(29,485)	(4,662)	(23,540)	(862)	(58,549)
Disposals	0	1,645	9,323	0	10,968
Assets Scrapped	0	0	0	0	0
Transferred to Assets Held for Sale	0	0	0	0	0
Revaluations / (Impairments)					
Recognised in the Revaluation Reserve	0	0	0	0	0
Recognised in Provision of Services	930	0	0	0	930
Yorwaste Asset Impairment	23,693	0	0	0	23,693
As at 31st March 2019	(38,916)	(125,034)	(201,936)	(32,036)	(397,921)
Balance Sheet Net Amount at 31st March 2019	971,269	12,198	688,933	4,404	1,676,805
Balance Sheet Net Amount at 31st March 2018	1,018,862	12,307	651,200	4,299	1,686,668

Comparative Movements in 2017/18

	Aggregated Land and Buildings £000	Vehicles, Plant and Equipment £000	Infrastructure £000	Landfill Site Development & Restoration Costs £000	Total £000
Cost of Valuation					
As at 1st April 2017	906,858	129,875	791,539	35,507	1,863,779
Effect Re-Profiling	0	0	0	(34)	(34)
Additions	173,298	5,945	55,330	0	234,573
Disposals	(82,050)	(1,496)	(7,950)	0	(91,496)
Assets Scrapped	0	0	0	0	0
Transferred to Assets Held for Sale	0	0	0	0	0
Revaluations / (Impairments)					
Recognised in the Revaluation Reserve	84,205	0	0	0	84,205
Recognised in Provision of Services	(29,395)	0	0	0	(29,395)
As at 31st March 2018	1,052,916	134,324	838,919	35,473	2,061,632
Depreciation and Impairments					
As at 1st April 2017	(34,037)	(116,183)	(173,661)	(30,338)	(354,219)
Charge for the year	(25,309)	(6,941)	(22,008)	(836)	(55,094)
Disposals	2,209	1,107	7,950	0	11,266
Assets Scrapped	0	0	0	0	0
Transferred to Assets Held for Sale	0	0	0	0	0
Revaluations / (Impairments)					
Recognised in the Revaluation Reserve	511	0	0	0	511
Recognised in Provision of Services	22,572	0	0	0	22,572
Yorwaste Asset Impairment	0	0	0	0	0
As at 31st March 2018	(34,054)	(122,017)	(187,719)	(31,174)	(374,964)
Balance Sheet Net Amount at 31st March 2018	1,018,862	12,307	651,200	4,299	1,686,668
Balance Sheet Net Amount at 31st March 2017	872,821	13,692	617,878	5,169	1,509,560

4. Cash and Cash Equivalents

	31st March 2019 £000	31st March 2018 £000
Bank current accounts and cash held by the County Council	16,370	13,188
Short term / call deposits, inc. Cash Balances held by Group Entities	<u>48,898</u>	<u>43,122</u>
Total Cash and Cash Equivalents	<u>65,268</u>	<u>56,310</u>

5. Short Term Debtors

	31st March 2019		31st March 2018	
	£000	£000	£000	£000
Government Entities				
Central Government Bodies	8,668		10,194	
Other Local Authorities	16,443		22,291	
NHS Bodies	<u>8,088</u>	33,199	<u>10,244</u>	42,729
General Debtors (including Public Corporations and Trading Funds)		79,577		61,265
Payments in Advance		<u>10,037</u>		<u>11,206</u>
		122,813		115,200
Less: Bad Debts Provision		<u>(11,523)</u>		<u>(10,831)</u>
Total Short Term Debtors		<u>111,290</u>		<u>104,369</u>

6. Short Term Creditors

	31st March 2019		31st March 2018	
	£000	£000	£000	£000
Government Entities				
Central Government Bodies	11,420		11,171	
Other Local Authorities	18,290		11,008	
NHS Bodies	<u>831</u>	30,541	<u>1,075</u>	23,254
General Creditors (including Public Corporations and Trading Funds)		58,888		61,694
Income in Advance		<u>12,972</u>		<u>10,282</u>
Total Short Term Creditors		<u>102,401</u>		<u>95,230</u>

7. Provisions

	Balance as at 31st March £000	Changes during the year			Balance as at 31st March £000	To be used		
		Provision Made £000	Provision Used £000	Provision Written Down £000		Within 1 year £000	In excess of 1 year £000	Total £000
Insurance	7,756	1,862	(1,182)	0	8,436	2,812	5,624	8,436
Highways Advance Payments	4,140	0	0	0	4,140	0	4,140	4,140
Contractual Disputes	0	3,000	0	0	3,000	0	3,000	3,000
Other	400	0	(54)	0	346	252	94	346
	<u>12,296</u>	<u>4,862</u>	<u>(1,236)</u>	<u>0</u>	<u>15,922</u>	<u>3,064</u>	<u>12,858</u>	<u>15,922</u>
Yorwaste Limited - Restoration	2,227	0	(164)	0	2,063	0	2,063	2,063
Yorwaste Limited - Aftercare	4,705	0	(164)	0	4,541	0	4,541	4,541
	<u>19,228</u>	<u>4,862</u>	<u>(1,564)</u>	<u>0</u>	<u>22,526</u>	<u>3,064</u>	<u>19,462</u>	<u>22,526</u>

Comparative Movements in 2017/18

	Balance as £000	Changes during the year			Balance £000	To be used		
		Provision £000	Provision £000	Provision £000		Within 1 £000	In excess £000	Total £000
Insurance	6,673	2,220	(1,137)	0	7,756	2,585	5,171	7,756
Highways Advance Payments	3,085	2,325	(1,270)	0	4,140	0	4,140	4,140
Other	711	0	(311)	0	400	219	181	400
	<u>10,469</u>	<u>4,545</u>	<u>(2,718)</u>	<u>0</u>	<u>12,296</u>	<u>2,804</u>	<u>9,492</u>	<u>12,296</u>
Yorwaste Limited - Restoration	2,601	0	(374)	0	2,227	0	2,227	2,227
Yorwaste Limited - Aftercare	5,079	0	(374)	0	4,705	0	4,705	4,705
	<u>18,149</u>	<u>4,545</u>	<u>(3,466)</u>	<u>0</u>	<u>19,228</u>	<u>2,804</u>	<u>16,424</u>	<u>19,228</u>

NORTH YORKSHIRE PENSION FUND
FUND ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2019

2017/18 £000		2018/19 £000	£000
CONTRIBUTIONS AND BENEFITS			
Contributions			
74,612	Employers - Normal	78,973	
46,345	- Deficit	4,091	
2,738	- Early Retirement Costs Recharged	1,722	
26,692	Employees - Normal	28,154	
163	- Additional Voluntary	141	
150,551	Total Contributions Receivable (note 7)		113,081
13,782	Transfers in (note 8)		13,542
<u>Less</u>			
Benefits			
(80,592)	Pensions	(85,199)	
(21,912)	Commutation and Lump Sum Retirement Benefits	(21,251)	
(2,615)	Lump Sums Death Benefits	(2,532)	
(105,119)	Total Benefits Payable (note 9)		(108,982)
Leavers			
(423)	Refunds to Members Leaving Service	(827)	
(92)	Payments for Members Joining State Scheme	(35)	
(8,957)	Transfers Out	(10,106)	
(9,472)	Total Payments on Account of Leavers (note 10)		(10,968)
(2,097)	Management Expenses (note 11)		(2,615)
47,645	Net additions from dealings with Members		4,058
RETURNS ON INVESTMENTS			
23,545	Investment income (note 12)		17,712
(371)	Taxation (note 13)		(452)
(24,523)	Investment Management Cost (note 11)		(25,090)
246,433	Change in market value of investments (note 14a)		250,447
245,084	Net returns on investments		242,617
292,730	Net increase in the Fund during the year		246,675
3,035,836	Opening Net Assets of the Fund		3,328,566
3,328,566	Closing Net Assets of the Fund		3,575,241

NORTH YORKSHIRE PENSION FUND – NET ASSETS STATEMENT

31st March 2018 £000		31st March 2019 £000
	INVESTMENT ASSETS (note 15 and 16)	
626,598	Fixed Interest Securities	639,513
592,013	Equities	394,926
1,839,822	Pooled Investments	2,016,885
<u>276,831</u>	Pooled Property Investments	<u>288,502</u>
3,335,265		3,339,826
13,887	Cash Deposits	220,078
<u>24,990</u>	Investment Debtors	<u>4,947</u>
<u>3,374,142</u>	TOTAL INVESTMENT ASSETS	<u>3,564,851</u>
	INVESTMENT LIABILITIES (note 15 and 16)	
<u>(62,965)</u>	Investment Creditors	<u>(811)</u>
<u>(62,965)</u>	TOTAL INVESTMENT LIABILITIES	<u>(811)</u>
<u>3,311,177</u>	NET INVESTMENT ASSETS (note 14a)	<u>3,564,040</u>
	CURRENT ASSETS	
8,470	Contributions due from employers	9,030
765	Other Non-Investment Debtors	1,023
<u>12,471</u>	Cash	<u>4,431</u>
<u>21,706</u>	TOTAL CURRENT ASSETS	<u>14,484</u>
	CURRENT LIABILITIES	
<u>(4,317)</u>	Non-Investment Creditors	<u>(3,283)</u>
<u>(4,317)</u>	TOTAL CURRENT LIABILITIES	<u>(3,283)</u>
<u>3,328,566</u>	TOTAL NET ASSETS (note 14c)	<u>3,575,241</u>

The accounts summarise the transactions of the Fund and deal with the net assets. They do not take account of the obligations to pay pensions and benefits which fall after the end of the Fund year.

NOTES TO THE NORTH YORKSHIRE PENSION FUND ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2019

1. Description of the Fund

The North Yorkshire Pension Fund (NYPF) is part of the Local Government Pension Scheme (LGPS) and is administered by North Yorkshire County Council (NYCC). The County Council is the reporting entity for the Fund.

The following description of the Fund is a summary only. For more detail, refer to the NYPF Annual Report 2018/19 and the statutory powers underpinning the scheme, namely the Public Service Pensions Act 2013 and the Local Government Pension Scheme (LGPS) Regulations.

(a) General

The Scheme is governed by the Public Service Pensions Act 2013 and is administered in accordance with the following secondary legislation:

- the LGPS Regulations 2013 (as amended)
- the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended)
- the LGPS (Management and Investment of Funds) Regulations 2016

It is a contributory defined benefit pension scheme administered by NYCC to provide pensions and other benefits for pensionable employees of NYCC, other local authorities in North Yorkshire and a range of other scheduled and admitted bodies within the county area. Teachers, police officers and fire fighters are not included as they come within other national pension schemes.

The Fund is overseen by the Pension Fund Committee, which is a committee of NYCC.

(b) Membership

Membership of the LGPS is voluntary and employees are free to choose whether to join the Scheme, remain in the Scheme or make their own personal arrangements outside the Scheme.

Organisations participating in NYPF include:

- scheduled bodies, which are local authorities and similar bodies whose staff are automatically entitled to be members of the Fund
- admitted bodies, which are other organisations that participate in the fund under an admission agreement between the Fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

At 31 March 2019 there were 167 contributing employer organisations within NYPF including the County Council itself, and over 93,000 individual members, as detailed below

118 Scheduled Bodies incl 76 Academies

Ainsty 2008 Internal Drainage Board
Askham Bryan College
Chief Constable NYP
City of York Council
Craven College
Craven District Council

North Yorkshire Police and Crime Commissioner
Northallerton & Romanby JBB
Northallerton Town Council
Norton on Derwent Town Council
Pickering Town Council
Richmond Town Council

Easingwold Town Council
Filey Town Council
Foss 2008 Internal Drainage Board
Fulford Parish Council
Great Ayton Parish Council
Hambleton District Council
Harrogate Borough Council
Haxby Town Council
Hunmanby Parish Council
Knaresborough Town Council
Malton Town Council
North York Moors National Park Authority
North Yorkshire County Council
North Yorkshire Fire & Rescue

Richmondshire District Council
Ripon City Council
Ryedale District Council
Scarborough Borough Council
Selby College
Selby District Council
Selby Town Council
Skipton Town Council
Sutton in Craven Parish Council
Tadcaster Town Council
Thornton (Vale of Pickering) IDB
Whitby Town Council
York College
Yorkshire Dales National Park Authority

Academy Trusts

Arete Learning Trust - Richmond School
Arete Learning Trust - Stokesley Prim Acad
Bishop Wheeler Catholic Academy Trust
Craven Educational Trust
Dales Academies Trust
Ebor A.T. - Braeburn Primary & Nursery
Ebor A.T. - Brotherton & Byram CP
Ebor A.T. - Camblesforth CP
Ebor A.T. - Filey Academy
Ebor A.T. - Filey COE Nursery and Infants
Ebor A.T. - Haxby Road
Ebor A.T. - Hob Moor CP
Ebor A.T. - Hob Moor Oaks
Ebor A.T. - Lakeside Primary
Ebor A.T. - Osbaldwick Primary
Ebor A.T. - Park Grove
Ebor A.T. - Robert Wilkinson
Ebor A.T. - Staynor Hall CP
Ebor A.T. - Tadcaster Primary
Ebor A.T. - Tockwith School
Elevate MAT
Enquire Learning Trust - East Whitby Primary
Enquire Learning Trust - Roseberry Primary
Enquire Learning Trust - Stakesby Primary
Enquire Learning Trust - Stokesley CP School
Great Smeaton Academy Primary School
Hope Learning Trust - Baldersby St James School
Hope Learning Trust - Barlby High
Hope Learning Trust - Burton Green Primary
Hope Learning Trust - Forest of Galtres
Hope Learning Trust - George Pindar School

Northern Star AT - Skipton Girls High School
Norton College – an 11-19 academy
Outwood Grange A.T. - Easingwold
Outwood Grange A.T. - Greystone CP School
Outwood Grange A.T. - Outwood Acad.Ripon
Pathfinder MAT - Acomb Primary
Pathfinder MAT - Archbishop Holgates School
Pathfinder MAT - Badger Hill School
Pathfinder MAT - Clifton with Rawcliffe School
Pathfinder MAT - Hempland School
Pathfinder MAT - Heworth School
Pathfinder MAT - New Earswick School
Pathfinder MAT - Rufforth Primary School
Pathfinder MAT - St Lawrence School
Pathfinder MAT - Tang Hall School
Red Kite Learning Trust Pooled
Rodillian MAT - Brayton High School
Rossett School Academy
Scalby Learning Trust - Newby & Scalby Primary
Scalby Learning Trust - Scalby School
Selby Educational Trust
South Bank Multi Academy Trust
South Craven Academy Trust
South York MAT - Fulford School
STAR MAT
The Grove Academy,
The Woodlands Academy
Thomas Hinderwell Primary Academy
Yorkshire Causeway S.T - All Saints CE
Yorkshire Causeway S.T - Hampsthwaite
Yorkshire Causeway S.T - North Rigton

Hope Learning Trust - Graham School
Hope Learning Trust - Manor CoE Academy
Hope Learning Trust - Poppleton Ousebank
Hope Learning Trust - Vale of York
Northern Star AT - Harrogate High
Northern Star AT - Hookstone Chase
Northern Star AT - New Park Primary

Yorkshire Causeway S.T - Oatlands Infant
Yorkshire Causeway S.T - Pannal Primary
Yorkshire Causeway S.T - Richard Taylor CE
Yorkshire Causeway S.T - St Aidans
Yorkshire Causeway S.T - St Peters CE
Yorkshire Collaborative Academy Trust
Yorkshire Endeavour Academies Trust

49 Admitted Bodies

ABM Catering Ltd
Absolutely Catering Ltd
Align Property Partners Ltd
Betterclean Services
Beyond Housing
Bulloughs Cleaning Ltd
Cater Link Ltd
Catering Academy Ltd
Caterservice Ltd
Chartwells Compass
Churchill
City of York Trading Ltd
Consultant Services Group
Dolce Ltd
Elite
Enterprise
Everyone Active (SLM Scarborough)
Explore York Libraries and Archives
Gough and Kelly
Greenwich Leisure Ltd
Grosvenor Facilities Management
Harrogate International Centre
Housing 21
Human Support Group Ltd
Hutchison Catering

Independent Cleaning Services
Interserve
ISS Mediclean Ltd
Lifeways Community Care Ltd
Make It York
Mellors
Richmondshire Leisure Trust
Ringway Operatives
Sanctuary Housing Association
Schools Plus
Sewell Facilities Management
Sheffield International Venues
Springfield Home Care
Streamline Taxis
The Wilberforce Trust
University of Hull (Scarborough)
Veritau Ltd
Veritau North Yorks
Welcome to Yorkshire
Wigan Leisure and Culture Trust
York Archaeological Trust Ltd
York Arts Education
York Museums and Galleries Trust
York St John University

Active, pensioner and deferred pensioner numbers, split between NYCC as the Administering Authority and all other employers were as follows:

	31st March 2019 No.	31st March 2018 No.
Number of Employers with Active Members	167	157
Employees in the Fund		
NYCC	17,119	17,690
Other employers	16,343	15,420
Total	<u>33,462</u>	<u>33,110</u>
Pensioners		
NYCC	12,396	11,636
Other employers	10,328	9,826
Total	<u>22,724</u>	<u>21,462</u>
Deferred Pensioners		
NYCC	23,341	22,515
Other employers	13,866	13,284
Total	<u>37,207</u>	<u>35,799</u>

(c) Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with the LGPS Regulations 2013 and range from 5.5% to 12.5% of pensionable pay for the financial year ended 31 March 2019. Employee contributions are matched by employers' contributions which are set based on triennial actuarial funding valuations. The last such valuation was at 31 March 2016 that set the contribution rates for 2017/18, 2018/19, 2019/20; details of the rates for individual employers are available on the Fund's website.

(d) Benefits

Prior to 1 April 2014 pension benefits under the LGPS up to 31 March 2014 are based on final pensionable pay and length of pensionable service.

For service up to 31 March 2008 each year worked is worth 1/80th of final pensionable salary, an automatic lump sum of three times salary is payable, and part of the annual pension can be exchanged for a one-off tax free cash payment at the rate of £12 lump sum for each £1 pension given up. For service from 1 April 2008 each year worked is worth 1/60th of final pensionable salary, there is no automatic lump sum, and part of the annual pension can be exchanged at the same rate as for service up to 31 March 2008.

From 1 April 2014 the scheme became a career average scheme whereby members accrue benefits based on their pensionable pay in that year at an accrual rate of 1/49th. Accrued pension is uprated annually in line with CPI.

There are a range of other benefits provided under the Scheme including early retirement, disability pensions and death benefits. For more details please refer to the Publications section on the Fund's website.

2. Basis of Preparation

The Statement of Accounts summarises the Fund's transactions for the 2018/19 financial year and its year end position as at 31 March 2019. The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The accounts summarise the transactions of the Fund and report on the net assets available to pay pension benefits. The Accounts do not take account of obligations to pay pensions and benefits which fall due after the end of the financial year.

3. Summary of Significant Accounting Policies

Fund Account – Revenue Recognition

(a) Contribution Income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis at the rate recommended by the Fund's Actuary in the payroll period to which they relate.

Employer deficit funding contributions are accounted for in the period in which they are payable under the schedule of contributions set by the Actuary or on receipt if earlier than the due date.

Employers' augmentation contributions and pension strain contributions are accounted for in the period in which the liability arises. Any amount due in year but unpaid will be classed as a current asset. Amounts due in future years are classed as long term assets.

(b) Transfers To and From Other Schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the Fund during the financial year and are calculated in accordance with LGPS Regulations (see notes 8 and 10).

Individual Transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged.

Transfers in from members wishing to use the proceeds of their additional voluntary contributions or other defined contribution arrangements to purchase scheme benefits are accounted for on a receipts basis and are included in Transfers In (see note 8).

Bulk (group) transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

(c) Investment Income

Interest income is recognised in the Fund as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination. Income includes the amortisation of any discount or premium, transaction costs or other differences between the initial cost of the instrument and its value at maturity calculated on an effective interest rate basis.

Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the Net Assets Statement as a current asset.

Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the Net Asset Statement as a current asset.

Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/losses during the year.

Fund Account – Expense Items

(d) Benefits Payable

Pensions and lump sum benefits payable include all amounts known to be due as at the financial year end. Any amounts due but not paid are disclosed in the Net Assets Statement as current liabilities.

(e) Taxation

The Fund is a registered public service scheme under Section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a Fund expense as it arises.

(f) Management expenses

All investment management expenses are accounted for on an accruals basis. The Fund discloses its pension fund management expenses in accordance with the CIPFA guidance Accounting for Local Government Pension Scheme Management Expenses (2016), as shown below. All items of expenditure are charged to the fund on an accruals basis as follows:

Administrative expenses

All staff costs of the pensions administration team are charged direct to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

Oversight and governance

All staff costs associated with governance and oversight are charged direct to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

Investment management expenses

Fees of the external investment managers are set out in the respective mandates governing their appointments. Broadly, these are based on the market value of the investments under their management and therefore increase or reduce as the value of these investments change.

In addition the Fund has negotiated with the following managers that an element of their fee will be performance related:

- Baillie Gifford & Co - Global Equities
- FIL Pensions Management (Fidelity) - Global (ex-UK) Equities
- Standard Life Investments – UK Equities
- Hermes Investment Management- UK Property
- Bluebay- Private Debt

- Permira- Private Debt

Where an investment manager's fee note has not been received by the year-end date, an estimate based upon the market value of their mandate as at the end of the year is used for inclusion in the fund accounts.

Net Assets Statement

(g) Assets

Assets are included in the Net Asset Statement on a fair value basis as at the reporting date. An asset is recognised in the Net Asset Statement on the date the Fund becomes party to the contractual acquisition of the asset. From this date any gains or losses arising from the fair value of the asset are recognised by the Fund.

(h) Foreign Currency Transactions

Dividends, interest and purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End of year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, market values of overseas investment and purchases and sales outstanding at the end of the reporting period.

(i) Derivatives

The Fund uses derivative financial instruments to manage its exposure to specific risks arising from its investment activities. The Fund does not hold derivatives for speculative purpose (see note 15)

(j) Cash and Cash Equivalents

Cash comprises cash in hand and demand deposits and includes amounts held by the Fund's external managers.

Cash equivalents are short term, highly liquid investments that are readily convertible into known amounts of cash and that are subject to minimal risk of changes in value.

(k) Liabilities

The Fund recognises liabilities at fair value as at the reporting date. A liability is recognised in the Net Asset Statement on the date the Fund becomes party to the liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised by the Fund.

(l) Actuarial Present Value of Promised Retirement Benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the Fund's Actuary in accordance with the requirements of IAS19 and relevant actuarial standards.

As permitted under the Code, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of an **Appendix** to these statements.

(m) Additional Voluntary Contributions

NYPF provides an Additional voluntary contribution (AVC) scheme for its members, the assets of which are invested separately from those of the Fund. The fund has appointed Prudential as its AVC provider. AVCs are paid to the AVC provider by employers and are specifically for providing

additional benefits for individual contributors. Each AVC contributor receives an annual statement showing the amount held in their account and the movements in the year.

AVCs are not included in the Accounts in accordance with Section 4(1)(b) of the LGPS (Management and Investment of Funds) Regulations 2016 but are disclosed as a note only (see note 23).

(n) Contingent assets and contingent liabilities

A contingent asset arises where an event has taken place giving rise to a possible asset whose existence will only be confirmed or otherwise by the occurrence of future events.

A contingent liability arises where an event has taken place prior to the year-end giving rise to a possible financial obligation whose existence will only be confirmed or otherwise by the occurrence of future events. Contingent liabilities can also arise in circumstances where a provision would be made, except that it is not possible at the balance sheet date to measure the value of the financial obligation reliably.

Contingent assets and liabilities are not recognised in the net asset statement but are disclosed by way of narrative in the notes.

4. Critical Judgement in Applying Accounting Policies

Pension Fund Liability

The Fund's liability is calculated every three years by the Actuary, with annual updates in the intervening years. The methodology used is in line with accepted guidelines and in accordance with IAS19. Assumptions underpinning the valuations are agreed with the Actuary and are summarised in note 19. This estimate is subject to significant variances based on changes to the underlying assumptions.

5. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty

These Accounts require management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the for revenue and expenses during the year. Estimates are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that the actual outcomes could differ from those based on these assumptions and estimates.

The item in the Net Assets Statement as at 31 March 2019 for which there is a significant risk of material adjustment being required is the actuarial present value of promised retirement benefits, which is based on assumptions on the discount rate, salary increases, retirement ages, mortality rates and the return on investments.

The effects of changing individual assumptions on the value of pension liabilities can be measured. A 0.1% increase in the discount rate would reduce liabilities by 1.9%, a 0.1% increase in inflation would increase liabilities by 1.9%, and an increase in life expectancy of one year would increase liabilities by 2.9%.

6. Events After the End of the Reporting Period

The Local Government Pension Scheme Investment Regulations 2016 required LGPS funds to pool their assets in order to achieve cost savings whilst maintaining investment performance. North Yorkshire County Council, as administering authority of the North Yorkshire Pension Fund, is a member of the Border to Coast Pension Partnership (BCPP), a pool with a total of 12 funds. The

pool became licenced to trade on 1st July 2018 and the North Yorkshire Pension Fund holds both class A and B shares in the company, however NYPF made no investments with BCPP in 2018/19. During the financial year 2019/20 the phased transition of investment assets from the Fund to Border to Coast Pension Partnership will begin. Some investment assets will continue to be managed by the current Internal and External managers.

7. Contributions Receivable

By category

	2018/19 £000	2017/18 £000
Employees' Contributions	28,295	26,855
Employers' Contributions		
Normal contributions	78,973	74,612
Deficit recovery contributions	4,091	46,345
Early Retirement Recharges	1,497	2,504
Compensatory Added Years Recharges	225	234
Total Employers' Contributions	<u>113,081</u>	<u>150,551</u>

By authority

	2018/19 £000	2017/18 £000
Contributions Receivable		
North Yorkshire County Council	47,062	71,483
Other Scheduled Bodies	59,858	69,233
Admitted Bodies	6,161	9,835
	<u>113,081</u>	<u>150,551</u>

8. Transfers In from Other Pension Funds

All Transfers In were individual transfers. There were no group transfers during the year.

9. Benefits Payable

	2018/19 £000	2017/18 £000
Benefits Payable		
North Yorkshire County Council	45,961	45,588
Other Scheduled Bodies	55,936	52,701
Admitted Bodies	7,085	6,830
	<u>108,982</u>	<u>105,119</u>

10. Payments To and On Account of Leavers

All payments were in relation to individual members. There were no group transfers during the year.

11. Management Expenses

	2018/19 £000	2017/18 £000
Administrative Costs	1,581	1,507
Investment Management Costs	25,090	24,523
Oversight and Governance Costs	1,034	590
	<u>27,705</u>	<u>26,620</u>

Investment Management Costs includes £2,359k (2017/1: £7,376k) in respect of performance related fees payable to the Fund's investment managers and £6,624k in respect of transaction costs (2017/18 £3,964k).

In addition to these costs, indirect costs are incurred through the bid-offer spread on investments sales and purchases. These are reflected in the cost of acquisitions and in the proceeds from the sales of investments (see Note 14a).

(a) Investment Management Expenses

	2018/19 £000	2017/18 £000
Management Fees	11,999	11,381
Performance Related Fees	2,359	7,376
Custody Fees	304	90
Transactions Costs	6,624	3,964
Other	3,804	1,712
	<u>25,090</u>	<u>24,523</u>

12. Investment Income

	2018/19 £000	2017/18 £000
Income from Bonds	3,084	3,418
Income from Equities	12,713	16,302
Pooled Property Investments	1,292	1,307
Pooled Investments - Other Managed Funds	0	413
Interest on Cash Deposits	22	47
Other	601	2,058
	<u>17,712</u>	<u>23,545</u>

(a) Taxes on Income

	2018/19 £000	2017/18 £000
Withholding Tax on Dividends	<u>452</u>	<u>371</u>

13. Other Fund Account Disclosures

	2018/19 £000	2017/18 £000
Payable in respect of external audit	19	25
Payable in respect of other services	0	1
	<u>19</u>	<u>26</u>

14. Investments

(a) Reconciliation of Movements in Investments and Derivatives

	Value at 31st March 2019 £000	Change in market value at 31st March 2019 £000	Sale proceeds & derivate receipts £000	Purchases at cost and derivative payments £000	Value as at 1st April 2018 £000
Fixed Interest Securities	639,513	33,444	(1,769,707)	1,749,178	626,598
Equities	394,926	10,166	(450,874)	243,621	592,013
Pooled Investments	2,016,885	190,808	(661,477)	647,732	1,839,822
Pooled Property	288,502	15,362	(3,690)	0	276,831
Private Equity	0	0	0	0	0
Derivative Contracts	0	0	0	0	0
Total Invested	<u>3,339,826</u>	<u>249,779</u>	<u>(2,885,748)</u>	<u>2,640,531</u>	<u>3,335,265</u>
Cash Deposits	220,078	668			13,887
Net Investment Debtors	4,136				(37,975)
Net Investment Assets	<u>3,564,040</u>	<u>250,447</u>			<u>3,311,177</u>

	Value at 31st March 2018 £000	Change in market value at 31st March 2018 £000	Sale proceeds & derivate receipts £000	Purchases at cost and derivative payments £000	Value as at 1st April 2017 £000
Fixed Interest Securities	626,598	10,127	(1,413,385)	1,606,992	422,864
Equities	592,013	19,987	(440,004)	424,231	587,799
Pooled Funds	1,839,822	189,370	(1,457,130)	1,365,549	1,742,033
Pooled Property	276,831	26,818	(2,953)	0	252,966
Private Equity	0	(51)	0	0	51
Derivative Contracts	0	182	0	0	(182)
Total Invested	<u>3,335,265</u>	<u>246,433</u>	<u>(3,313,472)</u>	<u>3,396,772</u>	<u>3,005,531</u>
Cash Deposits	13,887				10,123
Net Investment Debtors	(37,975)				4,564
Net Investment Assets	<u>3,311,177</u>	<u>246,433</u>			<u>3,020,218</u>

(b) Analysis of Investments (excluding derivative contracts)

	2018/19 £000	2017/18 £000
Fixed Interest Securities		
UK Public Sector Quoted	<u>639,513</u>	<u>626,598</u>
Equities		
UK Quoted	162,021	326,188
Overseas Quoted	<u>232,905</u>	<u>265,825</u>
	<u>394,926</u>	<u>592,013</u>
Pooled Investments		
UK Equity	93,070	67,277
UK Property	288,502	276,831
Overseas Equity	1,531,363	0
Private Debt	86,995	1,462,601
Insurance Linked Securities	<u>159,391</u>	<u>0</u>
	<u>2,159,321</u>	<u>1,806,709</u>
Diversified Growth Funds - UK	<u>146,066</u>	<u>309,944</u>
Total Investments (excl Derivatives)	<u>3,339,826</u>	<u>3,335,265</u>
Cash Deposits	220,078	13,887
Net Investment Debtors	4,136	(37,975)
Net Investment Assets	<u>3,564,040</u>	<u>3,311,177</u>

(c) Investments analysed by Fund Manager

	31st March 2019		31st March 2018	
	£000	%	£000	%
Investment Manager				
M&G Investments	696,339	19.5	585,246	17.6
Baillie Gifford & Co. - Global Alpha	649,071	18.2	658,308	19.8
Baillie Gifford & Co. - LTGG	509,401	14.2	475,901	14.3
Fidelity International	283,369	7.9	323,116	9.7
Veritas	213,915	6.0	151,620	4.6
Dodge & Cox	208,283	5.8	149,844	4.5
Threadneedle	182,564	5.1	174,545	5.2
Standard Life Investments - Equities	169,991	4.8	338,416	10.2
NYCC Treasury Management	151,293	4.2	0	0.0
Newton Investments	146,066	4.1	136,467	4.1
Legal & General	70,000	2.0	67,572	2.0
Permira	58,068	1.6	33,346	1.0
Leadenhall Remote Fund	53,617	1.5	0	0.0
Leadenhall Diversified Fund	53,229	1.5	0	0.0
Leadenhall NAT CAT Fund	52,545	1.5	0	0.0
Hermes Property Unit Trust	36,528	1.0	35,304	1.1
Bluebay	28,928	0.8	8,016	0.2
BCPP	833	0.0	0	0.0
Standard Life Investments - DGF	0	0.0	173,477	5.2
Internally Managed (cash and net debtors)	<u>11,201</u>	<u>0.3</u>	<u>17,389</u>	<u>0.5</u>
	<u>3,575,241</u>	<u>100.0</u>	<u>3,328,566</u>	<u>100.0</u>

The investments with Baillie Gifford, Threadneedle, Dodge & Cox and Veritas each represent more than 5% of net assets. These investments are in pooled funds. All other investments are either below 5% or constitute a portfolio of segregated assets.

The BCPP investment listed above is the Class A and B shares held by the pension fund. This has been valued at cost as the company only became licenced to trade on 1 July 2018.

(d) Stock Lending

The Fund has not released stock to a third party under a stock lending arrangement within a regulated market at this period end or in any previous years.

15. Analysis of Derivatives

The Fund does not hold derivatives.

16. Fair Value – Basis of Valuation

The basis of the valuation of each class of investment asset is set out below. There has been no change in the valuation techniques used during the year. All assets have been valued using fair value techniques which represent the highest and best price available at the reporting date.

Description of asset	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
Market quoted investments	Level 1	Published bid market price ruling on the final day of the accounting period	Not required	Not required
Quoted bonds	Level 1	Fixed interest securities are valued at a market value based on current yields	Not required	Not required
Futures and options in UK bonds	Level 1	Published exchange prices at the year-end	Not required	Not required
Exchange traded pooled investments	Level 1	Closing bid value on published exchanges	Not required	Not required
Unquoted bonds	Level 2	Average of broker prices	Evaluated price feeds	Not required
Forward foreign exchange derivatives	Level 2	Market forward exchange rates at the year-end	Exchange rate risk	Not required
Overseas bond options	Level 2	Option pricing model	Annualised volatility of counterparty credit risk	Not required

Pooled investments – overseas unit trusts and property funds	Level 2	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Not required
Pooled investments – hedge funds	Level 3	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension fund's own reporting date, by changes to expected cashflows, and by any differences between audited and unaudited accounts Required by 6.5.5.1 d) and f), 7.4.2.13 of the Code.
Notes to the North Yorkshire Pension Fund Account for the year ended 31 March 2019	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
Freehold and leasehold properties	Level 3	Valued at fair value at the year-end using the investment method of valuation by John Finley FRICS of independent valuers Carrott-Jones LLP in accordance with the RICS Valuation Standards (9th Edition)	Existing lease terms and rentals Independent market research Nature of tenancies Covenant strength for existing tenants Assumed vacancy levels Estimated rental Growth Discount rate	Significant changes in rental growth, vacancy levels or the discount rate could affect valuations as could more general changes to market prices

Unquoted equity	Level 3	Comparable valuation of similar companies in accordance with International Private Equity and Venture Capital Valuation Guidelines (2012)	EBITDA multiple Revenue multiple Discount for lack of marketability Control premium	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension fund's own reporting date, by changes to expected cashflows, and by any differences between audited and unaudited accounts
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Sensitivity of assets valued at level 3

Having analysed historical data and current market trends, and consulted with independent investment advisors, the fund has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has set out below the consequent potential impact on the closing value of investments held at 31 March 2019.

	Value at 31 March 2019 £000	Value on Increase £000	Value on decrease £000
Assessed valuation range (+/-)			
Pooled investments- Private Debt	86,995	0	0
Pooled investments – hedge funds	0	0	0
Freehold and leasehold property	0	0	0
Unquoted overseas equity	0	0	0
Private equity	0	0	0
Total	<u>86,995</u>	<u>0</u>	<u>0</u>

16a. Fair Value Hierarchy

Asset and liability valuations have been classified into three levels, according to the quality and reliability of information used to determine fair values. Transfers between levels are recognised in the year in which they occur.

Level 1

Assets and liabilities at level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.

Level 2

Assets and liabilities at level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value.

Level 3

Assets and liabilities at level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data.

The following table provides an analysis of the financial assets and liabilities of the pension fund grouped into levels 1 to 3, based on the level at which the fair value is observable.

	Quoted market price Level 1 £000	Using observable inputs Level 2 £000	With significant unobservable inputs Level 3 £000	Total £000
Values at 31 March 2019				
Financial assets at fair value through profit and loss	1,273,948	2,218,392	86,995	3,579,335
Non-financial assets at fair value through profit and loss	0	0	0	0
Financial liabilities at fair value through profit and loss	(4,094)	0	0	(4,094)
Net investment assets	<u>1,269,854</u>	<u>2,218,392</u>	<u>86,995</u>	<u>3,575,241</u>

	Quoted market price Level 1 £000	Using observable inputs Level 2 £000	With significant unobservable inputs Level 3 £000	Total £000
Values at 31 March 2018				
Financial assets at fair value through profit and loss	1,279,194	2,075,292	41,362	3,395,848
Non-financial assets at fair value through profit and loss	0	0	0	0
Financial liabilities at fair value through profit and loss	(67,282)	0	0	(67,282)
Net investment assets	<u>1,211,912</u>	<u>2,075,292</u>	<u>41,362</u>	<u>3,328,566</u>

b. Reconciliation of Fair Value Measurements Within Level 3

	Market Value at 1 April 2018 £000	Transfers into Level 3 £000	Transfers out of Level 3 £000	Purchases During the Year £000	Sales During the Year £000	Unrealised Gains and Losses £000	Realised Gains and Losses £000	Market Value at 31 March 2019 £000
Private Debt	41,362	0	0	53,052	(13,382)	3,639	2,325	86,995

17. Financial Instruments

(a) Classification of Financial Instruments

Accounting policies describe how different asset classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table summarises the carrying amounts of financial assets and liabilities by category.

31st March 2018			31st March 2019			
Designated as fair value through profit and loss £000	Loans and Receivables £000	Financial Liabilities amortised at cost £000	Designated as fair value through profit and loss £000	Loans and Receivables £000	Financial Liabilities amortised at cost £000	
Assets						
626,598	0	0	Fixed Interest Securities	639,513	0	0
592,013	0	0	Equities	394,926	0	0
1,529,878	0	0	Pooled Investments	1,870,819	0	0
276,831	0	0	Pooled Property	288,502	0	0
309,944	0	0	Diversified Growth Funds	146,066	0	0
0	0	0	Private Equity	0	0	0
0	0	0	Derivative Contracts	0	0	0
0	26,358	0	Cash	0	224,509	0
24,990	0	0	Investment Debtors	4,947	0	0
0	9,234	0	Non Investment Debtors	0	10,053	0
<u>3,360,255</u>	<u>35,592</u>	<u>0</u>		<u>3,344,773</u>	<u>234,562</u>	<u>0</u>
Liabilities						
0	0	0	Derivate Contracts	0	0	0
62,965	0	0	Investment Creditors	811	0	0
0	0	4,317	Non Investment Creditors	0	0	3,283
<u>62,965</u>	<u>0</u>	<u>4,317</u>		<u>811</u>	<u>0</u>	<u>3,283</u>
<u>3,297,290</u>	<u>35,592</u>	<u>(4,317)</u>		<u>3,343,962</u>	<u>234,562</u>	<u>(3,283)</u>

(b) Net Gains and Losses on Financial Instruments

	2018/19 £000	2017/18 £000
Fair Value Through Profit & Loss	250,447	246,433
Loans and Receivables	248,302	(38,775)
	<u>498,749</u>	<u>207,658</u>

18. Nature and Extent of Risks Arising from Financial Instruments

Risk and Risk Management

The Fund's primary long term risk is that the Fund's assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity

for gains across the whole Fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's forecast cash flows. NYCC manages these investment risks as part of its overall approach to Pension Fund risk.

Responsibility for the Fund's risk management strategy rests with the Pension Fund Committee. A Risk Register has been established to identify and analyse the risks faced by NYCC's pensions operations. This document is periodically reviewed regularly to reflect changes in activity and in market conditions.

(a) Market Risk

Market risk is the risk of loss from fluctuations in equity prices, interest and foreign exchange rates and credit spreads. The Fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

The objective of the Fund's Risk Register includes identifying, managing and controlling market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the PFC and its investment advisers undertake appropriate monitoring of market conditions and benchmark analysis.

The Fund manages these risks in two ways:

- the exposure of the Fund to market risk is monitored through advice from the investment advisers to ensure that risk remains within tolerable levels
- specific risk exposure is limited by applying risk weighted maximum exposures to individual investments through Investment Management Agreements

Other Price Risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivative price risk. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

The Fund's investment managers mitigate this price risk through diversification and the selection of securities and other financial instruments is monitored to ensure it is within limits specified in the Fund's investment strategy.

Other Price Risk – Sensitivity Analysis

Following analysis of historical data and expected investment return movement during the financial year, in consultation with the fund's investment advisers, the council has determined that the following movements in market price risk are reasonably possible for the 2019/20 reporting period.

Asset Type	Potential Market
	Movements
	(+/-) %
Cash and Cash Equivalents	0.5
UK Bonds	11.3
UK Equities	19.0
Overseas Equities	20.0
UK Pooled Equity	19.0
Overseas Pooled Equity	20.0
Pooled Property Investments	12.5
Diversified Growth Funds	9.0
Other Pooled Investments	5.4
Non Investment Debtors/Creditors	0.0

The potential price changes disclosed above are broadly consistent with a one-standard deviation movement in the value of the assets. The sensitivities are consistent with the assumptions contained in the investment advisors' most recent review. This analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same.

Had the market price of the fund investments increased/decreased in line with the above, the change in the net assets available to pay benefits in the market price would have been as follows (the prior year comparator is shown below).

Asset Type	Value as at	Potential	Value on Increase £000	Value on Decrease £000
	31st March	Market		
	2019	Movement		
	£000	£000		
Cash and Cash Equivalents	220,078	1,100	221,178	218,978
UK Bonds	639,513	72,379	711,892	567,134
UK Equities	162,021	30,784	192,805	131,237
Overseas Equities	232,905	46,581	279,486	186,324
UK Pooled Equity	93,070	17,683	110,753	75,387
Overseas Pooled Equity	1,531,363	306,273	1,837,636	1,225,090
Pooled Property Investments	288,502	36,063	324,565	252,439
Diversified Growth Funds	146,066	13,146	159,212	132,920
Other Pooled Investments	246,386	13,185	259,571	233,201
Non Investment Debtors/Creditors	6,770	0	6,770	6,770
Total Assets	<u>3,566,674</u>		<u>4,103,868</u>	<u>3,029,480</u>

Asset Type	Value as at 31st March 2018 £000	Potential Market Movement £000	Value on Increase £000	Value on Decrease £000
Cash and Cash Equivalents	13,887	139	14,026	13,748
UK Bonds	626,598	56,394	682,992	570,204
UK Equities	326,189	61,976	388,165	264,213
Overseas Equities	265,825	53,165	318,990	212,660
UK Pooled Equity	108,639	20,641	129,280	87,998
Overseas Pooled Equity	1,421,239	284,248	1,705,487	1,136,991
Pooled Property Investments	276,831	34,604	311,435	242,227
Diversified Growth Funds	309,944	30,994	340,938	278,950
Non Investment Debtors / Creditors	4,918	0	4,918	4,918
Total Assets	<u>3,354,070</u>		<u>3,896,231</u>	<u>2,811,909</u>

Interest Rate Risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Fund's interest rate risk is monitored by the Fund and its investment advisers through the risk management strategy including monitoring the exposure to interest rates and assessment of actual interest rates against the strategic benchmark.

The Fund's direct exposure to interest rate movements as at 31 March 2019 and 31 March 2018 is set out in the tables below. These disclosures present interest rate risk based on the underlying financial assets at fair value.

	2018/19 £000	2017/18 £000
Cash and Cash Equivalents	220,078	13,887
Fixed Interest Securities	<u>639,513</u>	<u>626,598</u>
	<u>859,591</u>	<u>640,485</u>

The Fund recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. Advice suggests that it is reasonable to expect a change in the long term average rate of approximately 1%. For illustrative purposes if it were to change by +/- 100 bps the values in the table above would change by £8,596k and for 2017/18 asset values, £6,405k.

Currency Risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the Fund (£UK). The Fund holds both monetary and non-monetary assets denominated in currencies other than £UK.

The Fund's currency rate risk is monitored in accordance with the Fund's risk management strategy, including monitoring the range of exposure to currency fluctuations.

After receiving advice it is considered that the likely volatility associated with foreign exchange movements to be +/-8.6%. A fluctuation of this size is considered reasonable based on the analysis of long term historical movements in the month end exchange rates.

Assuming all other variables, in particular, interest rates remain constant, an 8.6% strengthening/weakening of the pound against the various currencies in which the Fund holds investments would increase/decrease the net assets available to pay benefits as follows:

Asset Type	Value as at 31st March 2019 £000	Value on 8.6% Increase £000	Value on 8.6% Decrease £000
Overseas Equities	1,764,268	1,915,995	1,612,541
Overseas Bonds	0	0	0
Total Assets	<u>1,764,268</u>	<u>1,915,995</u>	<u>1,612,541</u>

Asset Type	Value as at 31st March 2018 £000	Value on 9.9% Increase £000	Value on 9.9% Decrease £000
Overseas Equities	1,687,064	1,854,083	1,520,045
Overseas Bonds	0	0	0
Total Assets	<u>1,687,064</u>	<u>1,854,083</u>	<u>1,520,045</u>

(b) Credit Risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund's assets and liabilities.

In essence the Fund's entire investment portfolio is exposed to some form of credit risk, with the exception of the derivative positions, where the risk equates to the net market value of a positive derivative position. However the selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

Contractual credit risk is represented by the net payment or receipt outstanding, and the cost of replacing the derivative position in the event of counterparty default. The residual risk is minimal due to the various insurance policies held by the exchanges to cover defaulting counterparties.

Credit risk on over the counter derivative contracts is minimised as counterparties are recognised financial intermediaries with acceptable credit ratings determined by recognised rating agencies.

Deposits are not made with banks and financial institutions unless they are rated independently and meet NYCC's credit criteria. NYCC has also set limits as to the maximum amount of deposits placed with any one financial institution. The banks and institutions chosen all have at least the minimum credit rating as described in NYCC's Treasury Management Strategy.

NYCC believes it has managed its exposure to credit risk and has had no experience of default or uncollectible deposits over the past five financial years. The Fund's cash holding under its treasury management arrangements with NYCC at 31 March 2019 was £4.4m (31 March 2018, £12.5m) and was held with the following institutions:

	Credit Rating	31 March 2019 £000	31 March 2018 £000
Call Accounts			
Barclays	A+ / F1	417	1,539
Fixed Term Deposit Notice Accounts			
Handelsbanken	AA / F1+	244	0
Santander UK	A+ / F1	543	1,430
Bank of Scotland	A+ / F1	488	1,904
National Westminster Bank PLC	A+ / F1	342	0
Nationwide BS	A / F1	98	423
Commonwealth Bank of Australia	AA- / F1+	98	635
Goldman Sachs	A / F1	586	1,692
Standard Chartered	A+ / F1	98	0
Sumitomo Mitsui BCE	A / F1	98	0
Helaba	A+ / F1+	293	0
Aberdeenshire Council	-	0	212
Ashfield District Council	-	0	85
Birmingham City Council	-	49	423
Doncaster Metropolitan Borough Council	-	0	212
Dudley Metropolitan Borough Council	-	0	254
Dundee City Council	-	49	212
Eastbourne Borough Council	-	49	592
Flintshire County Borough Council	-	49	0
Glasgow City Council	-	98	0
Hambleton District Council	-	20	212
Lancashire County Council	-	98	212
Lancashire PCC	-	0	212
London Borough of Barnet	-	49	0
London Borough of Croydon	-	49	0
London Borough of Enfield	-	98	0
London Borough of Newham	-	98	0
Moray Council	-	29	0
North Tyneside Metropolitan Borough Council	-	0	212
Plymouth City Council	-	98	0
Redcar & Cleveland Council	-	49	0
Runnymede Borough Council	-	0	212
Rushmoor Borough Council	-	39	0
Slough Borough Council	-	29	0
Tewkesbury Borough Council	-	0	212
Thurrock Borough Council	-	78	0
Warrington Borough Council	-	0	592
West Dunbartonshire Council	-	0	381
West Yorkshire PCC	-	0	190
Woking Borough Council	-	49	423
Wokingham Borough Council	-	49	0
		<u>4,431</u>	<u>12,471</u>

(c) Liquidity Risk

Liquidity risk represents the risk that the fund will not be able to meet its financial obligations as they fall due. The Fund therefore takes steps to ensure that it has adequate cash resources to meet its commitments.

The Fund has immediate access to its cash holdings, subject to the fixed periods determined when deposits are placed. These deposits are scheduled to ensure cash is available when required.

The Fund also has access to an overdraft facility for short term (up to three months) cash needs. This facility is only used to address changes in the strategic benchmark and is met by either surplus cash from contributions received exceeding pensions paid or if necessary, disinvesting.

The fund defines liquid assets as assets that can be converted to cash within three months. Illiquid assets are those assets which will take longer than three months to convert to cash. As at 31 March 2019 the value of illiquid assets was £0 (31 March 2018, £0k).

All liabilities at 31 March 2019 are due within one year. The Fund does not have any financial instruments that have a refinancing risk as part of its treasury management and investment strategies.

19. Funding Arrangements

In line with the Local Government Pension Scheme (Administration) Regulations 2008 the Fund's Actuary, Aon Hewitt, undertakes a funding Valuation every three years for the purpose of setting employer contribution rates for the forthcoming triennial period. The last such Valuation took place as at 31 March 2016.

The key elements of NYPF's funding policy are:

- to ensure the long term solvency of the Fund, i.e. that sufficient funds are available to meet all pension liabilities as they fall due for payment
- to ensure that employer contribution rates are as stable as possible
- to minimise the long term cost of the scheme by recognising the link between assets and liabilities and adopting an investment strategy that balances risk and return
- to reflect the different characteristics of employing bodies in determining contribution rates where the Administering Authority considers it reasonable to do so
- to use reasonable measures to reduce the risk to other employers and ultimately to the council tax payer from an employer defaulting on its pension obligations

At the 2016 Valuation the aim was to achieve 100% solvency over a period of 24 years from April 2017 and to provide stability in employer contribution rates by spreading any increases in rates over a period of time. Solvency is achieved when the funds held, plus future expected investment returns and future contributions are sufficient to meet expected future pension benefits payable.

At the 2016 Triennial Valuation the Fund was assessed as 90% funded (73% at the 2013 Valuation). This reflected a deficit of £283m (£668m at the 2013 Valuation).

The common rate of employers' contributions is the average rate required from all employers calculated as being sufficient, together with contributions paid by employees, to meet all liabilities arising in respect of service after the Valuation date. For 2018/19 the common rate (determined at the 2016 Valuation) is 17.8% of pensionable pay.

Individual employers' rates will vary from the common contribution rate depending on the demographic and actuarial factors particular to each employer. Full details of the contribution rates payable can be found in the 2016 Triennial Valuation Report and the Funding Strategy Statement on the Fund's website.

The valuation of the Fund has been undertaken using the projected unit method under which the salary increase for each member is assumed to increase until they leave active service by death, retirement or withdrawal from service. The principal assumptions were:

	For Future Service Liabilities	
Investment Return	4.40%	per annum
Inflation	2.00%	per annum
Salary Increases	3.25%	per annum
Pensions Increases	2.00%	per annum

Future life expectancy based on the Actuary's Fund specific mortality review was:

	Male	Female
Current Pensioners	22.7 years	26.2 years
Future Pensioners (assumed current age 45)	24.9 years	28.5 years

Commutation Assumption

It is assumed that future retirees will take 50% of the maximum additional tax-free lump sum up to HMRC limits for pre-April 2008 service and for post-April 2008 service.

50:50 Option

It is assumed that no active members (evenly distributed across the age, service and salary range) will take up the 50:50 option in the LGPS 2014 scheme.

20. Actuarial Present Value of Promised Retirement Benefits

In addition to the Triennial Funding Valuation, the Actuary also undertakes a valuation of pension fund liabilities on an IAS19 basis every year using the same base data as the Valuation, rolled forward to the current financial year, taking account of changes in membership numbers and using updated assumptions. A statement prepared by the Actuary is attached as an **Appendix**.

21. Current Assets

	2018/19 £000	2017/18 £000
Debtors		
Investment Debtors		
Investment Transactions	319	19,805
Accrued Dividends	2,252	3,204
Withholding Taxes Recoverable	<u>2,376</u>	<u>1,981</u>
	<u>4,947</u>	<u>24,990</u>
Other Debtors		
Contributions due from Scheduled (Government) Bodies	8,557	8,054
Contributions due from Admitted Bodies	473	416
Pensions Rechargeable	738	377
Interest on Deposits	0	0
Other	<u>285</u>	<u>388</u>
	<u>10,053</u>	<u>9,235</u>
	<u>15,000</u>	<u>34,225</u>

22. Current Liabilities

	2018/19 £000	2017/18 £000
Creditors		
Investment Creditors	811	62,965
Sundry Other Creditors	<u>3,283</u>	<u>4,317</u>
	<u>4,094</u>	<u>67,282</u>

23. Additional Voluntary Contributions (AVCs)

	Market Value 30th March 2019 £000	Market Value 31st March 2018 £000
Prudential	<u>20,061</u>	<u>20,267</u>

AVC contributions of £2,186k were paid directly to Prudential during the year (£2,007k in 2017/18).

24. Agency Services

The North Yorkshire Pension Fund does not operate Agency Services contracts.

25. Related Party Transactions

North Yorkshire County Council

The North Yorkshire Pension Fund is administered by North Yorkshire County Council. Consequently there is a strong relationship between the Council and the Fund.

The Council incurred costs of £1,376k (£1,322k in 2017/18) in relation to the administration of the Fund and was subsequently reimbursed by the Fund for these expenses. The Council is also the single largest employer of members of the Fund and contributed £47.1m to the Fund in 2018/19 (£71.5m in 2017/18).

Part of the Fund's cash holdings are invested with banks and other institutions by the treasury management operations of NYCC, through a service level agreement. During the year to 31 March 2019 the Fund had an average investment balance of £7.2m (£14m during 2017/18) paid interest of £57.6k (£69.1k received in 2017/18) on these funds.

Governance

As at 31 March 2019 there were no Pension Fund Committee Members who were also active members of the Fund. The Corporate Director – Strategic Resources, who was also the Treasurer of the Fund was an active member. Benefits for the Treasurer was accrued on exactly the same basis as for all other members of the Fund.

Key Management Personnel

The Code exempts local authorities from the key management personnel disclosure requirements of IAS 24. This exemption applies in equal measure to the accounts of the Fund. The disclosures required by The Accounts and Audit (England) Regulations can be found in the main accounts of NYCC.

26. Contingent Liabilities and Contractual Commitments

The Fund had no material contingent liabilities or contractual commitments at the year-end (£nil in 2017/18).

27. Contingent Assets

Three admitted body employers hold insurance bonds to guard against the possibility of being unable to meet their pension obligations. These bonds are drawn in favour of the pension fund and payment will only be triggered in the event of an employer default.

28. Impairment Losses

The Fund had no material impairment losses at the year-end (£nil in 2017/18).

Statement of the Actuary

North Yorkshire Pension Fund

Statement of the Actuary for the year ended 31 March 2019

Introduction

The Scheme Regulations require that a full actuarial valuation is carried out every third year. The purpose of this is to establish that the North Yorkshire Pension Fund (the Fund) is able to meet its liabilities to past and present contributors and to review employer contribution rates. The last full actuarial investigation into the financial position of the Fund was completed as at 31 March 2016 by Aon, in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013.

Actuarial Position

1. The valuation as at 31 March 2016 showed that the funding ratio of the Fund had increased since the previous valuation with the market value of the Fund's assets as at 31 March 2016 (of £2,417.8M) covering 90% of the liabilities allowing, in the case of pre- 1 April 2014 membership for current contributors to the Fund, for future increases in pensionable pay.
2. The valuation also showed that the aggregate level of contributions required to be paid by participating employers with effect from 1 April 2017 was:
 - 17.8% of pensionable pay. This is the rate calculated as being sufficient, together with contributions paid by members, to meet the liabilities arising in respect of service after the valuation date (the primary rate),

Plus

- Monetary amounts to restore the assets to 100% of the liabilities in respect of service prior to the valuation date over a recovery period of 24 years from 1 April 2017 (the secondary rate), amounting to £13.6M in 2017/18, and increasing by 3.25% p.a. thereafter).
3. In practice, each individual Employer's or group of Employers' position is assessed separately and contributions are set out in Aon's report dated 31 March 2017 (the "actuarial valuation report"). In addition to the contributions shown above, payments to cover additional liabilities arising from early retirements (other than ill-health retirements) will be made to the Fund by the Employers.
 4. The funding plan adopted in assessing the contributions for each individual Employer or group is in accordance with the Funding Strategy Statement. Different approaches adopted in implementing contribution increases and individual Employers' recovery periods were agreed with the Administering Authority reflecting the Employers' circumstances.
 5. The valuation was carried out using the projected unit actuarial method for most employers and the main financial actuarial assumptions used for assessing the funding target and the contribution rates were as follows.

Discount rate for periods in service	
Scheduled bodies *	4.4% p.a.
Orphan bodies **	4.1% p.a.
Discount rate for periods after leaving service	
Scheduled bodies *	4.4% p.a.
Orphan bodies **	2.5% p.a.
Rate of pay increases	3.25% p.a.
Rate of increase to pension accounts	2.0% p.a.
Rate of increases in pensions in payment (in excess of Guaranteed Minimum Pension)	2.0% p.a.

* The scheduled body discount rate was also used for employers whose liabilities will be subsumed after exit by a scheduled body.

***In addition the discount rate for already orphaned liabilities (i.e. where there is no scheme employer responsible for funding those liabilities) was 2.1% p.a. in service and left service.*

The assets were valued at market value.

Further details of the assumptions adopted for the valuation, including the demographic assumptions, are set out in the actuarial valuation report.

6. The valuation results summarised above are based on the financial position and market levels at the valuation date, 31 March 2016. As such the results do not make allowance for changes which have occurred subsequent to the valuation date.
7. The formal actuarial valuation report and the Rates and Adjustments Certificate setting out the Employer contribution rates for the period from 1 April 2017 to 31 March 2020 were signed on 31 March 2017. Other than as permitted or required by the Regulations, employer contribution rates will be reviewed at the next actuarial valuation of the Fund as at 31 March 2019 in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013.
8. Since the date the valuation report was signed, there have been a number of developments in respect of the Local Government Pension Scheme (LGPS):
 - **Increases to GMPs:**

HM Treasury, in its response to the consultation on indexation and equalisation of GMPs in public sector schemes, announced an extension of the indexation of GMPs to those reaching State Pension Age on or before 5 April 2021 (previously 5 December 2018). This extension period was not allowed for in the valuation results as the actuarial valuation report was signed off in advance of this announcement, but the increase in liability is not expected to be material. In addition, on 26 October 2018 the High Court ruled in the Lloyds Banking Group case that schemes are required to equalise male and female members' benefit for the effect of unequal GMPs. Our understanding is that this will not alter HM Treasury's approach to GMP equalisation in the LGPS.
 - **Cost Management Process and McCloud judgement:**

Legislation requires HM Treasury and the LGPS Advisory Board to undertake periodic valuations to monitor the cost of the LGPS to ensure it remains sustainable and affordable. Initial results from the Scheme Advisory Board process indicated that benefit improvements / member contribution reductions would be required. However, the cost management process has been paused following the Court of Appeal ruling that the transitional arrangements in both the Judges' Pension Scheme (McCloud) and Firefighters' Pension Scheme (Sergeant) were age discriminatory; these cases could have knock on implications for the LGPS (potentially increasing the liabilities) which also had transitional arrangements when the new scheme was introduced with effect from April 2014.
9. The actuarial valuation of the Fund as at 31 March 2019 is currently underway and the Regulations require the formal report on the valuation and the Rates and Adjustments Certificate setting out employer contributions commencing from 1 April 2020 to be signed off by 31 March 2020. Asset values have increased in value since 2016, on its own leading to an improvement in the funding level due to higher than assumed investment returns. Liability values and employer contributions, as well as being affected by the items listed in paragraph 8 above, will depend upon membership factors, changes to expectations of future returns and other assumptions (including allowance for the slow-down in longevity improvements) and any changes to funding strategy made as part of the 2019 valuation.
10. This Statement has been prepared by the current Actuary to the Fund, Aon, for inclusion in the accounts of the Fund. It provides a summary of the results of their actuarial valuation which was carried out as at 31 March 2016. The valuation provides a snapshot of the funding position at the valuation date and is used to assess the future level of contributions required.

This Statement must not be considered without reference to the formal actuarial valuation report which details fully the context and limitations of the actuarial valuation.

Aon does not accept any responsibility or liability to any party other than our client, North Yorkshire County Council, the Administering Authority of the Fund, in respect of this Statement.
11. The actuarial valuation report is available on the Fund's website at the following address:
<https://www.nypf.org.uk/nypf/valuationreports.shtml>

Aon Hewitt Limited

30 April 2019



North Yorkshire
County Council

Annual Governance Statement
2018/19

May 2019

Contents

Section

- 1. Introduction and Scope of Responsibility
- 2. The Purpose of the Governance Framework
- 3. The Governance Framework
- 4. Role of the Chief Financial Officer
- 5. Review of Effectiveness
- 6. Activities of the Audit Committee
- 7. Significant Governance Issues
- 8. Summary
- 9. Signatures

1.0 INTRODUCTION AND SCOPE OF RESPONSIBILITY

- 1.1 Regulation 6(1)(a) of the *Accounts and Audit Regulations 2015* requires the Council to conduct a review at least once in a year of the effectiveness of its governance arrangements and its system of internal control and include an Annual Governance Statement reporting on the review with any published Statement of Accounts.
- 1.2 The preparation and publication of this Annual Governance Statement is in accordance with *CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)* and fulfils the statutory requirements to conduct a review at least once in each financial year of the effectiveness of its governance arrangements and its system of internal control, and to include a Statement reporting on the review with its Statement of Accounts.
- 1.3 North Yorkshire County Council is responsible for ensuring that resources are directed in accordance with agreed policy and according to priorities and, that there is sound and inclusive decision making. There is also clear accountability to the public for the use of those resources in order to achieve desired outcomes for service users and communities.
- 1.4 A key focus of North Yorkshire County Council's governance processes and structure is the attainment of sustainable economic, societal, and environmental outcomes. Outcomes have a central role in the Council's governance arrangements. The focus on sustainability and the links between governance and public financial management are crucial. Furthermore, the Council in exercising its responsibilities takes into account the impact of current decisions and actions on future generations.
- 1.5 This Annual Governance Statement is linked to the Council's **Local Code of Corporate Governance** through the seven Principles in the Local Code. The Local Code is also consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government (2016)* and is reviewed annually. Minor amendments were made to the Local Code this year to ensure it represents continual corporate governance best practice. The current version was approved by the Audit Committee and the Chief Executive (as permitted in the Constitution under the Officers' Delegation Scheme) in March 2019. A copy of the Code can be obtained from the County Council website [here](#) and also listed as the Corporate Governance Policy. The Audit Committee also review the County Council's corporate governance arrangements in June of each year alongside the Annual Governance Statement.
- 1.6 This Annual Governance Statement explains how the County Council has complied with its Local 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**.
- 1.7 This Annual Governance Statement also confirms that the financial management arrangements within the County Council comply with the governance requirements of the CIPFA Statement on the *Role of the Chief Financial Officer in Local Government (2015)*.

North Yorkshire Pension Fund

- 1.8 The governance arrangements and Final Accounts of the North Yorkshire Pension Fund (NYPF) are audited separately from the County Council. However, because the NYPF is administered by the County Council, the governance arrangements of the County

Council also apply to the NYPF. This Annual Governance Statement therefore also forms part of the governance framework for the NYPF. However, there are also a number of additional documents that relate solely to the governance arrangements of the NYPF – these are **NOT** referred to further in this Annual Governance Statement as they relate only to the governance of the NYPF. For further details of the specific governance arrangements of the NYPF please refer to the NYPF website (www.nypf.org.uk).

- 1.9 NYPF is one of 12 members of the Borders to Coast Pensions Pool. This Company is now in full operation and has assets under management. NYPF has been given an allocation of UK Equities which should be under management by Summer 2019. The BCPP has established governance rules and procedures relating to the Joint Committee and how it engages with shareholders. Administration of the Pension Fund, at this stage, remains entirely the remit of each individual Pension Fund.

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2.0 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1 The Governance Framework as detailed in the Local Code comprises the systems and processes, the culture and values, by which the County Council is directed and controlled and the activities through which it accounts to, engages with and leads the community. It enables the County Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
- 2.2 The **system of internal control** is a significant part of that Framework and is designed to manage risk to a reasonable level rather than try to eliminate all risk of failure to achieve policies, aims and objectives. Because it is not possible to eliminate all risks, the system of internal control can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on a continuous process designed to identify and prioritise the risks that threaten the achievement of the County Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and then to manage them efficiently, effectively and economically.
- 2.3 The overall Governance Framework, and in particular the system of internal control, described in this Statement, has been in place within the County Council for the year ended 31 March 2019 and up to the date of approval by the Audit Committee of this Statement alongside the Statement of Final Accounts on 22 July 2019.

3.0 THE GOVERNANCE FRAMEWORK

- 3.1 The requirement to have a robust and resilient governance framework and sound system of internal control covers all aspects of the County Council's activities. For the purposes of this Statement, the policies, procedures and operations that taken together create the overall governance framework are grouped under the following headings -
- a) Developing codes of conduct which define standards of behaviour for Members and staff, and policies dealing with whistleblowing and conflicts of interest and that these codes and policies are communicated effectively.
 - b) Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.
 - c) Documenting a commitment to openness and acting in the public interest.
 - d) Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
 - e) Developing and communicating a vision which specifies intended outcomes for citizens and service users and is used as a basis for planning.
 - f) Translating the vision into courses of action for the County Council, its commercial companies, its partnerships and collaborations.
 - g) Reviewing the effectiveness of the decision-making framework, including delegation arrangements, decision-making in partnerships, information provided to decision makers and robustness of data quality.

- h) Measuring the performance of services and related projects and ensuring that they are delivered in accordance with defined outcomes and that they represent the best use of resources and value for money.
- i) Defining and documenting the roles and responsibilities of Members and management, with clear protocols for effective communication in respect of the authority and partnership arrangements.
- j) Ensuring that financial management arrangements conform with the governance requirements of the CIPFA Statement on the *Role of the Chief Financial Officer in Local Government (2015)* and, where they do not, explain why and how they deliver the same impact.
- k) Ensuring effective arrangements are in place for the discharge of the Monitoring Officer function.
- l) Ensuring effective arrangements are in place for the discharge of the Head of Paid Service function.
- m) Providing induction and identifying the development needs of Members and senior officers in relation to their strategic roles, supported by appropriate training.
- n) Reviewing the effectiveness of the framework for identifying and managing risks and for performance and demonstrating clear accountability.
- o) Ensuring effective counter fraud and anti-corruption arrangements are developed and maintained in accordance with the *Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014)*.
- p) Ensuring an effective scrutiny function is in place.
- q) Ensuring that assurance arrangements conform with the governance requirements of the CIPFA Statement on the *Role of the Head of Internal Audit (2019)* and, where they do not, explain why and how they deliver the same impact.
- r) Undertaking the core functions of an audit committee, as identified in *Audit Committees: Practical Guidance for Local Authorities (CIPFA, 2018)*.
- s) Ensuring that the County Council provides timely support, information and responses to external auditors and properly considers audit findings and recommendations.
- t) Incorporating good governance arrangements in respect of partnerships and other joint working and ensuring that they are reflected across the County Council's overall governance structures.

3.2 The main features of each of these are as follows –

- a) Developing codes of conduct which define standards of behaviour for Members and staff, and policies dealing with whistleblowing and conflicts of interest and that these codes and policies are communicated effectively.

- Elected Members have to agree to follow a [Code of Conduct](#) and an **ethical framework** to ensure high standards in the way they undertake their duties. Members must complete a **Register of Interests** which is publicly available. The County Council has established a **Standards Committee**, which monitors the operation of the Code of Conduct. The Committee has in place procedures for the assessment, investigation and determination of complaints against Members (involving Independent Persons) and a procedure for granting dispensations.
 - staff operate to a **corporate behaviours framework** which is used to develop staff skills and monitor performance. A **Manager's Pocket Book** is in place and outlines key behaviours for all managers in NYCC.
 - following the formation of the Brierley Group of commercial companies such as Align Property Partners, appropriate governance arrangements have been put in place. A **Shareholder Sub Committee of Executive** and a **Shareholder Board** to support the Shareholder Sub Committee, are in place.
 - there is a [Local Code of Corporate Governance](#) in place that is fully consistent with the CIPFA / SOLACE Framework *Delivering Good Governance in Local Government*. The Local Code defines -
 - ➔ the fundamental values and principles of corporate governance
 - ➔ the corporate governance framework and arrangements to deliver it within the County Council
 - ➔ arrangements for annual review and reporting of the framework
 - **Registers of interests, gifts and hospitality** are also maintained for Members and officers. Guidance notes are produced to assist. Details of **Related Party Transactions** are sought from all Members and senior officers
 - the County Council has approved and implemented a formal [Whistleblowing Policy](#) which is reviewed annually by the Audit Committee
 - the County Council has a [complaints procedure](#) that is advertised by leaflets and on its website. The procedure includes targets for acknowledging and responding to complaints in full.
- b) Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.
- the Assistant Chief Executive (Legal and Democratic Services) is the officer designated by the County Council as the **Monitoring Officer** and is responsible for performing the duties required by **Section 5** of the **Local Government and Housing Act 1989** which relate to ensuring the legality of the Council's operations and the duties in the **Localism Act 2011** relating to the promotion of high ethical standards. The Monitoring Officer is a member of

the Management Board and attends or is represented, and monitors decision making at the County Council, Executive and all Committees

- the Corporate Director – Strategic Resources is the Chief Financial Officer for the purposes of S.151 of the Local Government Act 1972
- the requirements of the **Data Protection** and **Freedom of Information** legislation are overseen by the Corporate Information Governance Group (CIGG), the Corporate Director – Strategic Resources is the Senior Information Risk Owner (SIRO) for the County Council. CIGG support the Corporate Director – Strategic Resources in developing and implementing a comprehensive Information Governance Framework
- following implementation of the General Data Protection Regulation (GDPR) and Data Protection Act 2018 in May 2018, updated policies and processes have been put in place to comply with the new legislation. A Data Protection Officer (Veritau) has also been appointed.
- the County Council operates an **Information Security Management System** which is certified to the requirements of ISO/IEC 27001 (Information Security). Compliance will continue to be maintained, and further review audits by BSI (British Standards Institute) will be carried out every six months. . The next full re-certification to the ISO 27001:2013 will take place in December 2019 the work to maintain this standard is coordinated by the Senior Information Security Compliance Officer working in conjunction with the Information Governance Team.
- in addition, the County Council now operates an **Information Technology Service Management System** which was awarded re-certification to ISO/IEC 20000 in February 2019. ISO 20000 provides quality assurance to the processes, policies and procedures operated in the delivery of ICT Services to the County Council and is the only standard specifically aligned to Information Technology service delivery and service management. By achieving and maintaining certification of both standards this serves to deliver services which are compliant, quality assured, and provide continual improvement.
- the County Council is also certified to the **Public Sector Network (PSN)** Code of Connection. The certifications have enabled the County Council, for example, to be certified for connection to secure video conferencing with the Criminal Justice System. The certification also enabled our connection to the NHS.net and access to Department for Work and Pensions systems.
- the Corporate **Health and Safety** Policy is reviewed annually in May and the revised and approved Policy is then issued in June. The Policy takes account of recent Health and Safety Executive guidance relating to the management of health and safety and sets out the key responsibilities of staff. Each Directorate has a health and safety action plan which is reviewed on a quarterly basis to ensure that health and safety risks are identified and appropriately managed across the County Council.
- the [Equality and Diversity Policy Statement](#) is reviewed annually and revised when necessary. The County Council uses equality impact assessments as part of ensuring that due regard is paid to eliminating unlawful

discrimination, advancing equality of opportunity and fostering good relations. The County Council has also published equality information and objectives as required by the Equalities Act 2010.

- there is a comprehensive annual plan for **Employment Policies** to ensure that all policies and practices adhere to all relevant legislation. This year compliance with the National Minimum Wage Regulations was reviewed. All policy updates go through a full consultation with unions recognised by the County Council.
 - Public bodies employing more than 250 staff are required to publish figures on the **gender pay gap**; gender bonus gap; the proportion of men and women receiving bonuses and the proportion of men and women in each quartile of the pay structure. The Council published information relating to the gender pay gap in March 2019. Information about this can be found on the County Council [website](#) . The application of the National Minimum Wage Regulations are also regularly reviewed to ensure compliance.
 - **Internal Audit** operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and the County Council's Audit Charter. The annual work programme is set out in a risk based Audit Plan following consultation with individual Directorates and the External Auditor. The Audit Committee approves the Audit Plan and receives, thereafter, regular reports on its progress. The Head of Internal Audit expresses an opinion on the Council's framework of governance, risk management and control on an annual basis. During 2018/19, the Audit Plan included audits on a number of corporate themes, such audits are key to providing the appropriate assurance to the County Council that its overall governance arrangements remain effective.
- c) Documenting a commitment to openness and acting in the public interest.
- It is important to the County Council to present itself in an open and accessible manner to ensure that matters are dealt with transparently, in so far as the need for confidentiality allows.
 - a [Council Plan](#) and a Statement of [Final Accounts](#) are published annually to inform stakeholders and services users of the County Council's vision, ambitions and priorities for the next four years and the previous year's achievements and outcomes.
 - a Medium Term Financial Strategy, the Annual Revenue Budget including its impact on Council Tax, are published and consulted on each year.
 - effective channels of communication which reach all groups within the community and other stakeholders are maintained as well as offering a range of consultation methods; to this end the County Council has a Communications Strategy to support the 2020 North Yorkshire Programme and an Engagement Promise. The Engagement Promise is a statement of principles about how the Council enables and encourages people to influence decisions. They are high level principles, so it is not anticipated that regular changes will be required but are reviewed by officers annually. Further details

on consultation and community engagement can be found on the County Council [website](#) .

- there is also a variety of opportunities for the public to engage effectively with the County Council including attending meetings, opportunity to ask questions at meetings, written consultations, surveys, web chats with the Leader and Chief Executive. This all contributes to a commitment to openness, acting in the public interest and are documented where appropriate.
- d) Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- **Elected Members** have a significant role to play in ensuring compliance and propriety, either collectively (eg through the work of the Overview and Scrutiny Committees), and individually as local representatives, providing feedback from their constituents
 - the County Council communicates the Vision of its purpose and intended outcomes for all stakeholders to enable accountability and encourage open consultation. To enable this, analysis of the County Council's stakeholders is undertaken and **relevant and effective channels of communication** are developed. Key mechanisms include –
 - ➔ publishing a [Council Plan](#) which sets out the Council's vision, ambitions and priorities for the next four years
 - ➔ the Council Plan, and annual Statement of Final Accounts also inform stakeholders and services users of the previous year's achievements and outcomes
 - ➔ opportunities for the public to engage effectively with the County Council including attending meetings
 - ➔ a Citizens' Panel of 2000 residents who are consulted on a wide range of issues at least once a year. This engagement tool was reviewed this year and a decision made to keep it, and use feedback to improve the response rate.
 - ➔ consultation toolkit and on-line training package that provide advice to all staff about how to consult effectively
 - ➔ an [engagement promise](#) setting out in simple terms how everyone who lives or works in the county, or uses the County Council's services can influence decisions relating thereto
 - ➔ maintaining a County Council website that provides access to information, delivers services and opportunities for public engagement, including delivery of information required by the transparency agenda
 - ➔ using social media to inform and engage with residents for example, on development of services, provision of information, responding to concerns and issues

- publication of an e-newsletter, available by subscription or through the council website, covering news and information about the County Council and its services
 - a partnership with newspaper publisher Johnston Press to provide a monthly round-up of news and information specific for the local area, for local readers
 - communicating and engaging with staff across the County Council, through a number of different internal communications channels
- e) Developing and communicating a vision which specifies intended outcomes for citizens and service users and is used as a basis for planning.
- the key corporate strategy documents (ie the **Council Plan, Medium Term Financial Strategy** and **Revenue Budget**), are reviewed and updated annually
 - the Terms of Reference of the Audit Committee require it to maintain an on-going assessment of the adequacy and effectiveness of the internal control environment within the County Council. The published Work Programme for the **Audit Committee** includes provision to review the impact of changes to service delivery and / or management processes on the governance arrangements of the County Council
 - the **Members' Constitution Working Group** supported and advised by the **Monitoring Officer** review the Constitution as required on an ongoing basis and conduct a formal review of the whole Constitution every four years.
- f) Translating the vision into courses of action for the County Council, its commercial companies, its partnerships and collaborations.
- based on the **Council Plan and Annual Budget / MTFS** process, each Service sets out its detailed objectives, performance targets, available resources and risk assessment which are included in a Service Plan.
 - **Commercial Companies** – the County Council has a number of companies which it uses to deliver specific services/functions. Along with the in-house traded services to schools, these companies are grouped together to form the 'Brierley Group'. An Executive Shareholder Committee has been created to oversee the governance of the commercial companies and a number of delegations have been made to the Chief Executive for operational activities.
 - an annual review is carried out on **partnership arrangements** which considers a range of factors. This is reported to the Audit Committee as part of the Council's approach to governance.

- g) Reviewing the effectiveness of the decision-making framework, including delegation arrangements, decision-making in partnerships, information provided to decision makers and robustness of data quality.
- as explained in **paragraph 3.2(i) below**, the [Constitution](#) sets out how the County Council operates, how decisions are made and by whom, and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people. The Constitution also embraces for example, the detailed Contract, Financial and Property Procedure Rules, Schemes of Delegation, Codes of Conduct. These are reviewed and updated when the need arises to ensure they are consistent with the contemporary operating requirements of the County Council.
 - as indicated above, the Council has approved **Budget and Policy Framework Procedure Rules, Contract Procedure Rules, Financial Procedure Rules, and Property Procedure Rules**. The purpose of these rules is to set out a framework within which the County Council conducts its business affairs. These rules are applied and monitored by the Corporate Director – Strategic Resources and are designed to ensure that proper financial arrangements are in place and operational at all times across the County Council. They are reviewed by the Audit Committee on an annual basis
 - **independent monitoring** of all the above by the Monitoring Officer, Section 151 Officer and Head of Internal Audit
 - **Partnership Arrangements** – the County Council’s Constitution and Finance Procedure Rules cover the issues to be considered before the County Council becomes involved in a partnership (see paragraph i) below for further detail).
- h) Measuring the performance of services and related projects and ensuring that they are delivered in accordance with defined outcomes and that they represent the best use of resources and value for money.
- there is an **integrated Service Planning and Budget Process** under which each Service in each Directorate sets out its detailed objectives, performance targets, available resources and risk assessment. These feed into both the Council Plan and the Annual Budget/MTFS process
 - the **Performance Management framework**, continues to be refined with the aim of strengthening links from individual performance management through team plans and service plans to Council ambitions and priorities.
 - there is quarterly reporting of **key performance information** to Management Board and a quarterly meeting of the Executive and the Scrutiny Committee Chairs. This information brings together activity levels; financial information; quality issues; customer feedback; improvement areas; workforce; and compliments and complaints. Part of this approach is to ensure that the key components of value for money are considered together and that both senior management and Members can better understand and challenge key services and areas of Council spending. This is supplemented by more frequent reporting and monitoring processes within Directorates.

- improved **comprehensive budgeting systems** are applied across all Directorates. These systems are regularly reviewed and improved and include greater use of systems by budget managers and stakeholders into a more consolidated service. The Finance function is also regularly reviewed and improved simultaneously.
- priority has been given to frontline services in determining the savings programme as part of the 2020 North Yorkshire Programme. A planned and prioritised approach has been taken and investments have been made in areas to aid with delivery of the savings and to deliver a modern Council that is fit for purpose.
- in the past benchmarking statistics have shown an overall level of high performance and value for money for the County Council. Ofsted benchmarking data tends to continue to show the County Council in a positive light but in other areas greater reliance is made on “softer” networking in order to identify areas of best practice across the country. An increased focus on team performance is also providing key management information to assess the productivity of staff and teams and ultimately services with a view to driving improvements in performance. This approach is incorporated into the quarterly monitoring reports provided to the Executive and will help to shape budget thinking on an on-going basis.
- the 2020 North Yorkshire Programme provides a framework within which the Council continues to plan to meet the challenging savings requirement. The Programme still seeks to ‘simplify; standardise; and share’ and also builds in a number of cross cutting themes which set out some of the values, including:-
 - ➔ Stronger Communities – empowering and encouraging local communities to develop greater resilience and provide more community owned services
 - ➔ Customer – changing the way the Council interacts with its customers
 - ➔ Commercial Focus – examining different ways of delivering services and reviewing opportunities to become more commercial, generating additional net income as exemplified by North Yorkshire Education Services and the commercial companies.
 - ➔ Modern Council – creating the right environment to support modern ways of working through use of technology, buildings and working practices and policies.
 - ➔ Property Rationalisation – looking to use fewer buildings where staff and customers use the space more efficiently.
 - ➔ Organisational Development - developing the workforce and culture to ensure the Council is fit for purpose in the future.

Management Board acts as the Programme Board and governance arrangements are in place to ensure plans are well developed and implementation is monitored.

- the **Asset Management Strategy** sets out key corporate processes (eg purchasing and disposal of property) including the adoption of a corporate

approach to dealing with property needs. A Capital Project Management system (Gateway) is in place to improve the delivery of larger projects. This dovetails with the Council's property partners. This Strategy sets out the key role of property in supporting the Council's objectives.

- the County Council's improvement priorities, as set out in the Council Plan and in its service performance plans and strategies, are **reviewed regularly** throughout the year. This is achieved through -
 - ➔ quarterly reports on key service performance plus corporate issues such as personnel, finance and commendations / complaints are considered by Management Board, the Executive and Chairs of the Overview and Scrutiny Committees
 - ➔ regular reports to Corporate Directors and Executive Portfolio Holders
 - ➔ publication of an **Annual Report on Overview and Scrutiny** and statements to every Council meeting by the Scrutiny Committee Chairs

- i) Defining and documenting the roles and responsibilities of Members and management, with clear protocols for effective communication in respect of the authority, its commercial companies and partnership arrangements.
 - the **Constitution** sets out how the County Council operates, how decisions are made and by whom, and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people. The Constitution includes the detailed Contract, Financial and Property Procedure Rules, Schemes of Delegation, Codes of Conduct. These are reviewed and updated on a regular basis to ensure they are consistent with the contemporary operating requirements of the County Council

 - all 72 Councillors meet together as the **Council**. Meetings are open to the general public. At its annual meeting in May each year the Council appoints its Chairman. The Leader is elected by the Council at its annual meeting every four years in the election year, and s/he appoints the Executive Members, and determines their portfolios. The Leader allocates executive functions and maintains the Executive delegation scheme. The full Council is responsible for setting the budget and policy framework of the County Council

 - the **Executive** is legally responsible for developing and making proposals to the Council for the budget and the policy framework and taking the decisions to implement them once they are agreed. If the Executive wishes to make a decision that is outside the budget and policy framework then this must be referred to the Council as a whole to decide. They are also responsible for all other functions not falling within the responsibility of the Council or any other committee. Each Member of the Executive has a portfolio responsibility that relates to a specific area(s) of the County Council's services and responsibilities. The Executive meets formally at least once a month but will hold informal meetings on a more regular basis as required to progress the business of the County Council

- the **Management Board** (which comprises the Chief Executive and all Corporate Directors plus Assistant Chief Executives) is responsible for implementing all County Council policies and decisions at officer level, providing advice to Members, for co-ordinating the use of resources and the work of the Directorates. The 'Role of Management Board' is set out formally within the Constitution. Circumstances permitting, the Management Board meets weekly
 - there are four **Overview and Scrutiny Committees** that support the work of the Council and the Executive, together with a Scrutiny of Health Committee. Their roles and responsibilities are detailed in Article 6 of the Constitution
 - **Statutory Officers / Codes and Protocol** – the County Council employs officers to give advice, implement decisions and manage the day-to-day delivery of its services. Certain officers have a designated duty to ensure that the County Council acts within the law and uses its resources wisely. A Protocol on Member / Officer relations, is part of the Constitution and, amongst other documents, governs the relationships between Officers and Members of the Council.
 - pursuant to its powers under Section 101 of the Local Government Act 1972 the Council arranges for certain of its functions (non-executive functions) to be discharged by officers of the Council, these are included in the **Officers Delegation Scheme**
 - **Commercial Companies** – the County Council has a number of companies which it uses to deliver specific services/functions. Along with the in-house traded services to schools, these companies are grouped together to form the 'Brierley Group'. An Executive Shareholder Committee has been created to oversee the governance of the commercial companies and a number of delegations have been made to the Chief Executive for operational activities.
 - **Partnership Arrangements** - the County Council's Constitution and Finance Procedure Rules contain a number of important steps to be considered before the County Council enters into a partnership, including the need for approval by the Executive or under the terms of the Delegation Schemes, of appropriate written governance arrangements and interaction with the County Council's decision making arrangements commensurate with the role of the partnership, the part played in it by the County Council, and the risks attached to that involvement. Detailed guidance is provided to Members and Officers who represent the County Council on external bodies. An annual report is made to the Audit Committee on the governance arrangements and work of partnerships. The Executive receives an 'issues' report when the Audit Committee determines there is a matter of concern relating to a partnership.
- j) Ensuring that financial management arrangements conform with the governance requirements of the CIPFA Statement on the *Role of the Chief Financial Officer in Local Government (2015)* and, where they do not, explain why and how they deliver the same impact.

- the **statutory duties of the Corporate Director – Strategic Resources** in relation to financial management derive from five principal sources:
 - ➔ Section 151 of the Local Government Act 1972
 - ➔ Section 114 of the Local Government Financial Act 1988
 - ➔ Local Government Act 2000 (particular decisions contrary to policy or budget)
 - ➔ Local Government Act 2003 (prudential limits for borrowing and investment)
 - ➔ Accounts and Audit Regulations 2015

The Corporate Director – Strategic Resources (CD-SR) drafts a **Medium Term Financial Strategy** and presents it (at least) annually to the Executive and the Council; linked to this Strategy are the detailed **Revenue Budget, Savings Plan, Capital Plan, Treasury Management** arrangements and **Prudential Indicators**

The CD-SR is responsible for determining the accounting procedures, the form of financial records and statements and for maintaining the financial accounts of the County Council. The CD-SR also ensures that proper accounting arrangements are established in all Directorates. Individual Corporate Directors are responsible for the satisfactory operation of financial and accounting systems, and associated controls, within their Directorates – this responsibility is defined in the Financial Procedure Rules.

To support this process, there is an Assistant Director (qualified as an Accountant) allocated to each Directorate with specific responsibility for financial matters. The Assistant Director sits on the Management Team of the Service Directorate and Strategic Resources.

It is the duty of all Service Managers within Directorates to plan and manage their budgets to meet the agreed bottom line budget figure for their Service Unit. This includes ensuring that adequate arrangements exist for monitoring revenue and capital budgets throughout the year, and taking action to adjust the budget to ensure that overall control of expenditure is maintained. The CD-SR is responsible for submitting a quarterly report to Executive on the overall Revenue Budget / Capital Plan position; this report is part of the Quarterly Performance and Improvement reporting arrangements

The CD-SR prepares and publishes an annual **Statement of Final Accounts** that conforms to all statutory and professional requirements, codes of practice and timetables

- the CD-SR is the Chief Financial Officer (CFO) for the purposes of compliance with the CIPFA Statement on the *Role of the Chief Financial Officer in Local Government (2015)*
- the County Council's appointed **external auditor** is Deloitte. They will publish an Annual Audit Letter on the completion of their audit that follows the end of each financial year

- under the *Accounts and Audit Regulations 2015*, the County Council has a legal responsibility to provide an adequate and effective **internal audit** of its records and control systems. The Council has delegated this responsibility to the CD-SR who provides the service through Veritau (Veritau provides internal audit and a range of related services to both the City of York Council and the County Council. Both authorities jointly own the company. For governance purposes, Veritau reports to the Audit Committee in the same way as an in-house function). The Head of Internal Audit is the CEO of Veritau. Using a risk assessment methodology, the Head of Internal Audit produces an **Annual Audit Plan** for approval by the Audit Committee; progress against this Plan is also reported quarterly to the CD-SR and to the Audit Committee. In addition to carrying out the work specified in the Annual Audit Plan, Veritau also provides –

- ➔ advice and assistance to service managers in the design and implementation of internal controls
- ➔ support to managers in the prevention and detection of fraud, corruption and other irregularities
- ➔ advice and guidance on information governance related matters.

The Head of Internal Audit provides an **audit opinion**, based on the level of assurance gained by the work carried out, for each audit undertaken. The results of audit work in each Directorate are reported to the Audit Committee in accordance with an agreed programme.

The **Head of Internal Audit also submits an Annual Report** to the Audit Committee that includes his overall opinion on the adequacy and effectiveness of the framework of governance, risk management and control operating in the County Council as a whole.

k) Ensuring effective arrangements are in place for the discharge of the monitoring officer function.

- The Council has appointed the Assistant Chief Executive (Legal and Democratic Services) as **Monitoring Officer**. The role and duties of the Monitoring Officer are contained in the Council's Constitution and appropriate resources are made available for him/her to undertake the role. The Monitoring Officer is a member of the Council's Management Board, and has sight of all Committee and Executive reports before they are presented to Members.

l) Ensuring effective arrangements are in place for the discharge of the Head of Paid Service function.

- The Council has appointed the Chief Executive as **Head of Paid Service**. The role and duties of the Head of Paid Service are contained in the Council's Constitution, and the Chief Executive leads the Council's Management Team and appropriate resources are made available for him/her to undertake the role.

- m) Providing induction and identifying the development needs of Members and senior officers in relation to their strategic roles, supported by appropriate training.
- developing the skills of Members continues to be targeted through a **Member Development Programme**, a dedicated online learning site and a suite of resources and training events. There is also a specific induction programme for any newly elected Member(s) and comprehensive induction following the election. There are also regular Member seminars throughout the year on a whole series of areas in order to keep Members abreast of current issues and to ensure awareness of responsibilities for both Council and individual Members.
- n) Reviewing the effectiveness of the framework for identifying and managing risks and for performance and demonstrating clear accountability.
- the County Council's comprehensive and well established approach to **risk management** is laid out in the Corporate Risk Management Policy and its associated Strategy. The Policy was reviewed in March 2019. Risk Registers are developed and maintained at Corporate, Directorate and Service Unit levels. The generic risk assessment methodology is also applied to specific key projects or areas of policy development (eg Allerton Waste Recovery Park and Basic Need – monitoring and reviewing the need for school places). The **risk prioritisation process** is designed to identify key risks that are a threat to the achievement of objectives, evaluate risk controls and ensure risk reduction actions are embedded within Service Performance Plans.
 - Internal Audit (Veritau) review the effectiveness of the framework for identifying and managing risks on a regular basis. Any weaknesses identified are addressed and progress to rectify those weaknesses is monitored by the Corporate Risk Management Group as well as Internal Audit.
 - An annual progress report on risk management is made to the Audit Committee. The Audit Committee's role is to assess the effectiveness of the authority's risk management arrangements and to review progress on the implementation of risk management throughout the authority.
 - Corporate Directors provide an update on the progress of mitigating risks identified in their risk registers to Audit Committee once a year.
 - clear accountability is shown in both the Corporate Risk Management Policy and Strategy and as part of the risk register process.
 - the **Performance Management framework** has been further refined in order to strengthen the links between individuals, teams and services. Benchmarking and best practice from other Authorities is an inherent part of the planning process to ensure that each plan can look for further improvements. The service planning process also involves identification of savings as an initial part of the generation of savings proposals for the Budget / MTFS..

- there is quarterly reporting of **key performance information** to Management Board and a quarterly meeting of the Executive and the Scrutiny Committee Chairs. This information brings together activity levels; financial information; quality issues; customer feedback; improvement areas; workforce; and compliments and complaints. Part of this approach is to ensure that the key components of value for money are considered together and that both senior management and Members can better understand and challenge key services and areas of Council spending. This is supplemented by more frequent reporting and monitoring processes within Directorates.
- o) Ensuring effective counter fraud and anti-corruption arrangements are developed and maintained in accordance with the *Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014)*.
- the County Council has approved and implemented a formal **Counter Fraud Strategy** which is reviewed annually by the Audit Committee. The Strategy is designed to minimise the risk of fraud and corruption by adopting and maintaining measures which prevent fraud occurring, that ensure instances of fraud which do occur are detected promptly and enable robust action to be taken against any perpetrators.
 - the **Counter Fraud Strategy** reflects the best practice guidance contained in the CIPFA Code of Practice on Managing the Risks of Fraud and Corruption. The Strategy is also aligned with a number of other policies and processes which the County Council has established to raise awareness of fraud risks and enable Members, employees, contractors and others to report concerns. These include fraud awareness training and publicity, the **Whistleblowing Policy** and associated systems, and the **Anti-Money Laundering Policy**.
 - the risks of fraud and corruption are kept under constant review. A formal **Fraud and Loss Risk Assessment** is also completed each year by Veritau and the results are report to the Audit Committee. Preventative measures are taken to address any new or emerging risks.
 - where instances of fraud are detected, Veritau will work closely with management and other agencies to ensure that the allegations are fully investigated, the extent of any losses is quantified, evidence is properly collected for further action (including possible criminal or disciplinary action), losses are recovered where possible and appropriate measures are taken to prevent any further occurrences.
- p) Ensuring an effective Scrutiny function is in place.
- the **Constitution** sets out how the County Council operates, how decisions are made and by whom, and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.
 - the **Executive** is legally responsible for developing and making proposals to the Council for the budget and the policy framework and taking the decisions to implement them once they are agreed. If the Executive wishes to make a decision that is outside the budget and policy framework then this must be

referred to the Council as a whole to decide. They are also responsible for all other functions not falling within the responsibility of the Council or any other committee. Each Member of the Executive has a portfolio responsibility that relates to a specific area(s) of the County Council's services and responsibilities. The Executive meets formally at least once a month but will hold informal meetings on a more regular basis as required to progress the business of the County Council

- there are four **Overview and Scrutiny Committees** that support the work of the Council and the Executive, together with a Scrutiny of Health Committee. Their roles and responsibilities are detailed in Article 6 of the Constitution and the Overview and Scrutiny Procedure Rules
- q) Ensuring that assurance arrangements conform with the governance requirements of the CIPFA Statement on the *Role of the Head of Internal Audit (2019)* and, where they do not, explain why and how they deliver the same impact.
- The Head of Internal Audit is responsible for reviewing and reporting on the adequacy and effectiveness of the County Council's governance, risk management and control framework. The objective is to provide independent and objective assurance to management and those charged with governance, including the Corporate Director – Strategic Resources and the Audit Committee. Where weaknesses in control are identified then Internal Audit will support management to make the necessary improvements. The Financial Procedure Rules provide the framework for internal audit activities within the County Council, and define the respective roles and responsibilities of management and the Head of Internal Audit as well as confirming Internal Audit's rights of access to premises, information, records and other documentation. The specific objectives, scope and approach to Internal Audit are set out in the Audit Charter which is reviewed annually and subject to approval by the Audit Committee.
 - The *CIPFA Statement on the Role of the Head of Internal Audit* contains five principles which set out the governance arrangements necessary to ensure that the Head of Internal Audit is able to operate effectively and perform his/her core duties. The County Council's arrangements for internal audit are assessed against the five principles on an annual basis.
- r) Undertaking the core functions of an audit committee, as identified in *Audit Committees: Practical Guidance for Local Authorities (CIPFA, 2018)*.
- a separate Audit Committee, which includes external independent Members, has been in operation since April 2006. (**see section 6 below for activities during 2018/19**). A key role of the Audit Committee is to act as the responsible body charged with ensuring that a sound system of governance and internal control operates throughout the County Council. In doing so, it provides independent assurance to the Council on the adequacy of the risk management framework and the associated control environment and independent scrutiny of the County Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and

weakens the control environment. It also oversees the Procedure Rules that relate to Contracts, Finance and Property matters as well as the Information Governance and Counter Fraud arrangements. It is also responsible for scrutinising the Treasury Management policies and activities of the County Council and for ensuring that arrangements exist to secure value for money. The appointment of external independent Members helps to maintain a robust approach to governance within the County Council.

- s) Ensuring that the County Council provides timely support, information and responses to External Auditors and properly considers audit findings and recommendations.
- the County Council's appointed **External Auditor** is Deloitte.. The External Auditor attends Audit Committee meetings.
 - each year the External Auditor provides an External Audit Plan which sets out their key objectives for the year which can include a review and report on Financial Statements including the Annual Governance Statement; providing an opinion on the Financial Statements and also the arrangements to secure value for money.
 - the External Auditor publishes an External Audit Report on the completion of their audit.
 - throughout the year the County Council's Members and Officers work with the External Auditor to address any concerns and risks highlighted by the external auditor.
 - findings and recommendations made by the External Auditor receive an appropriate management response setting out how the County Council will address such recommendations and areas of concern.
- t) Incorporating good governance arrangements in respect of partnerships and other joint working and ensuring that they are reflected across the County Council's overall governance structures.
- the County Council's Constitution and Finance Procedure Rules contain a number of issues to be considered before the County Council becomes involved in a partnership, including the need for approval by the Executive or under the terms of the Delegation Schemes, of appropriate written governance arrangements and interaction with the County Council's decision making arrangements commensurate with the role of the partnership, the part played in it by the County Council, and the risks attached to that involvement. An annual report is made to the Audit Committee on the governance arrangements and work of partnerships.
 - where the County Council is a substantial **equity holder in a company** (eg NYnet, Veritau, Yorwaste, SJB Recycling, Align Property Partners, Brierley Homes, First North Law) it ensures appropriate governance arrangements are in place both within the company and as between the company and the

- County Council. These will be based on the Local Code but also take into account the operational circumstances of the company.

4.0 **ROLE OF THE CHIEF FINANCIAL OFFICER**

- 4.1 In the County Council the Corporate Director – Strategic Resources fulfills the role of the CFO as defined in the CIPFA Statement on the *Role of the Chief Financial Officer in Local Government (2015)*.
- 4.2 A full assessment of the criteria in the CIPFA Statement was undertaken. This area is picked up as part of the annual review of the Corporate Governance Checklist and the Corporate Director - Strategic Resources is of the opinion that the County Council fully complies with the Statement.

5.0 **REVIEW OF EFFECTIVENESS**

- 5.1 The County Council has responsibility for formally conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.
- 5.2 On behalf of the Audit Committee, and in conjunction with Corporate Directors and senior officers, the Corporate Governance Officers Group, (which includes the Monitoring Officer, Section 151 Officer and the Head of Internal Audit) reviews the effectiveness relating to the development and maintenance of the governance environment of the County Council on a regular and ongoing basis by referring, amongst others, to the work of
- ➔ the Executive
 - ➔ the Management Board
 - ➔ the Corporate Directors and their Service Unit Heads in the individual Directorates
 - ➔ the Internal Audit function (as carried out by Veritau) and the Insurance & Risk Management Service
 - ➔ the Standards Committee
 - ➔ the Audit Committee
 - ➔ the External Auditor (Deloitte) and other external inspectorates
- 5.3 In relation to the Management Board, all of the Corporate Directors have reviewed their service areas in relation to the governance and internal control procedures. **Significant governance issues** are provided in **section 7**.
- 5.4 This on-going review of the effectiveness of governance and internal control systems is also informed by the work of Veritau who have responsibility for providing assurance on the framework of governance, risk management and control, and also by comments made by the external auditors and other review agencies and inspectorates.

6.0 **ACTIVITIES OF THE AUDIT COMMITTEE**

- 6.1 During 2018/19 the Audit Committee met four times and -
- ➔ approved the Internal Audit Plan for 2019/20

- ➔ considered the County Council's overall counter fraud arrangements together with the outcome of the annual Fraud and Loss risk assessment
- ➔ assessed the performance of the County Council's internal audit provider, Veritau Limited against the targets set for 2018/19, and considered the performance targets for 2019/20. The Committee also considered the outcome of the internal audit quality assurance and improvement programme (QAIP) and results of the external assessment of internal audit practices. The Committee was pleased that internal audit practices met the required standards and therefore continued reliance could be placed on the arrangements operating within the County Council considered the governance arrangements of the County Council's significant partnerships
- ➔ ensured that the ongoing work in relation to improvement issues on Corporate Governance, Information Governance (and in particular compliance with the General Data Protection Regulation and Data Protection Acts), Business Continuity and Risk Management, was progressing
- ➔ considered the proposed Audit Plan of the External Auditor (Deloitte) and reviewed any reports they have produced concerning the Financial Statements of the County Council for 2018/19
- ➔ considered the arrangements made by the County Council in securing value for money
- ➔ reviewed the progress of the implementation of the Procurement and Contract Management Strategy, and the Strategy Action Plan.
- ➔ Continued to scrutinise the Treasury Management arrangements of the County Council
- ➔ considered the Annual Report of the Head of Internal Audit expressing his opinion on the framework of governance, risk management and controls operating within the County Council. This report also considered the progress made by management during the year to address identified control weaknesses. The Head of Internal Audit also drew the Committee's attention to a number of specific control weaknesses identified during audit work.
- ➔ reviewed and approved the Statement of Accounts including the Annual Governance Statement of the County Council and the North Yorkshire Pension Fund submitted by the Corporate Director – Strategic Resources following detailed work by a sub group of the Committee
- ➔ Received details of the revised *CIPFA Code of Practice on Local Authority Accounting April 2017*. Whilst no changes were required to the Council's accounting policies, some additional or changed disclosure notes were required to the 2017/18 Statement of Accounts. The Committee also noted a number of potential future changes to the Code of Practice including changes to the classification and measurement of financial instruments, and the treatment of leases and income from customers. It was recognised that the resulting reclassification of certain operating leases could have an impact on the Council's prudential borrowing.
- ➔ carried out a mini review of the effectiveness of the Audit Committee and following the results have concluded that a further review will be carried out in order to develop an action plan in 2019/20.
- ➔ reviewed arrangements to ensure effective governance of commercial companies owned by the County Council
- ➔ reviewed its Terms of Reference

- ➔ reviewed arrangements for Corporate Governance within the Council including approval of changes to the Council's Local Code of Corporate Governance
- ➔ received training on relevant topics

6.2 All this work has been used in supporting the preparation of the County Council's (ie this) Annual Governance Statement for 2018/19.

7.0 SIGNIFICANT GOVERNANCE AND BUSINESS CHALLENGES

7.1 The governance and internal control arrangements can provide only reasonable and not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, that material errors or irregularities are either prevented or would be detected within a timely period and that significant risks impacting on the achievement of the County Council's objectives have been mitigated. It also needs to be recognised that the current external challenges to local government and the wider public sector are such that there are an unparalleled number of business risks and challenges; an effective governance framework therefore helps but cannot by itself eliminate such issues.

7.2 On the basis of the review work carried out it was considered that the majority of the governance and internal control arrangements continue to be fit for purpose and the overall governance framework was effective during the financial year 2018/19. **There were, however, some areas identified which require attention either as a result of weaknesses or as a result of external challenges. The most significant of these areas (ie business challenges) are set out below in a spirit of ensuring continuous improvement of governance; internal control arrangements; and service delivery.**

7.3 As part of preparing the Table below, a review was undertaken of the issues identified in the equivalent Table in the 2017/18 Annual Governance Statement. Some of these issues were not fully resolved in 2018/19, but some of these "incomplete" issues have been revised and restated by Corporate Directors. Therefore, the items included in the table below represent the list of key issues requiring attention in 2019/20.

7.4

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
A1	<p>Beyond 2020 Change and Savings Programme</p> <p>By the end of 2018/19 the Council had delivered on-going revenue savings of circa £157.4m over the current period of austerity. The MTFs was refreshed in February 2019 and the overall savings requirement is forecast to rise to £197.7m by 2021/22. There are plans in place to deliver a further £26.3m over the MTFs period but a residual shortfall of £14m</p>	<p>a) Existing savings plans have been reviewed as part of the 2019/20 budget and progress will be driven through in-year management of the 2020 NY Programme. Ongoing</p> <p>b) Identify further savings proposals through the emerging 'Beyond 2020 Programme'. Service Plans are being developed using a 'BEST in class' approach in order to identify the potential for further savings and efficiencies. All services have been</p>

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
	<p>remains. This is against a backdrop of financial uncertainty for Local Government pending the outcome of the Fair Funding Review and the future of Business Rates Retention.</p>	<p>challenged to identify savings of 2.5% and 5% by March 2020 as well as opportunities for greater savings over the medium to longer term.</p> <ul style="list-style-type: none"> c) A rolling programme of focussed reviews will be undertaken which use a standard data based tool in order to identify service improvements and savings opportunities within a service area. These will feed into the draft Budget/MTFS by February 2020. d) Develop options around some set piece transitional themes. These include demand management; assessments; transport and, if savings opportunities are identified then the next stage will include detailed proposals and potential savings. The output will then be fed into the MTFS by February 2020. e) Undertake financial modelling and scenario planning given economic uncertainty and national review of business rates retention and respond to any future consultations over the course of the coming year. By March 2020. f) Work with other Local Authorities across the sub-region/region to pilot 75% Business Rates Retention by March 2020. g) The Programme Management Office with support from Finance will continue to track delivery against the savings Programmes and ensure that benefits are fully realised. On-going
<p>A2</p>	<p>Closer Working with Health Integrate Public Health, Social Care and NHS Commissioning, and where appropriate integrate primary & community health provision to secure comprehensive, joined up services for people in their own homes and communities</p>	<ul style="list-style-type: none"> a) Continue to implement the agreed Integration and Better Care Fund Plan covering 2017-19 and refresh when national guidance is available. The plan is underpinned by a section 75 to cover the investments. Continue to reduce DTOC attributed to social care as part of implementing the plan. This should be achieved by April 2020.

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
		<ul style="list-style-type: none"> b) Continue to implement the NYCC Health 2020 Integration Programme including integrated commissioning, provision and shared capacity & resources with the NHS, throughout 2019. A key milestone for this will be the Harrogate Alliance by October 2019. c) Implement the review of the Health & Wellbeing Board in the context of the Council constitution to ensure a development focus to deliver the statutory Joint Health & Well Being Strategy by April 2020 by when the strategy is due to be refreshed. d) Implement integrated provision of health and care through the Harrogate Alliance and review the impact of this by April 2020. And then take the learning to other parts of the County. e) Develop and implement a primary care strategy for NYCC to work collaboratively with general practice by April 2020. f) Continue the co-operative working of senior leaders through the York and North Yorkshire Systems Leadership Executive in addition to formal governance, to ensure that escalation is avoided and that potential funding issues and other specific issues such as transforming care are addressed.
A3	<p>Supply Chain Failure Supplier or wider market failure leading to cost pressures in the Council supply chain due to social and economic issues, inflationary pressures – for example, Brexit, emerging pressures from care sector providers and SEN transport</p>	<ul style="list-style-type: none"> a) Because of unknown future trading relationships the UK will have post Brexit and the risk this remains unresolved, or sub optimal trade deals are in place, there is potential for significant supply chain disruption and price uncertainty. As tariffs and country of origin issues become understood and implemented throughout our supply chains, work is ongoing to monitor supply chain risks and cost increases caused by Brexit. Issues will be addressed as they arise.

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
		<ul style="list-style-type: none"> b) Work has begun on a prototype Major Suppliers / Supplier Monitoring Dashboard which will provide help NYCC effectively monitor and manage risk for its major suppliers. It will also help NYCC closely monitor activities affecting our major suppliers, and determine if NYCC has effective failure regimes in place. This work should be achieved by December 2019. c) Complete the work on the Cost of Care Review which for the first time will be considered on a system wide basis with Health colleagues and City of York Council Commissioners. This approach will also consider the impact of alternative contracting mechanisms which may alleviate market pressures. The Review will be completed by April 2020. d) Carry out a roll out of Provider Forums across the County through this year by March 2020; to provide a space to engage with the providers in the social care market and allow for any pressures and issues that develop in the market to be identified earlier. e) A review of the Councils approach to identifying, supporting and maintaining quality within the social care market is underway; this includes a review of the suspension and hardship policies as well as the development of a quality dashboard and KPI's to allow for monitoring of the market. This review will be completed by December 2019.
<p>A4</p>	<p>Information Governance The Council continues to need to ensure that information governance is well managed. The introduction of GDPR from 25 May 2018 brought with it further challenge to ensure compliance whilst, at the same time, addressing some of the</p>	<ul style="list-style-type: none"> a) Continue to embed a programme of Information Governance best practice across the Council which provides a roadmap of key compliance and improvement activities to be carried out. Ongoing.

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
	<p>cultural issues inherent in ensuring information is managed effectively and used to its full potential whilst ensuring the confidentiality, integrity and availability of the information.</p>	<ul style="list-style-type: none"> b) Continue to implement the action plan for GDPR/DPA compliance such as data protection impact assessments and Contract changes where required. Ongoing. c) Continue assessments of the potential impact of Brexit on data protection as they arise. d) Ongoing data protection compliance checks and assurance audit
<p>A5</p>	<p>Education Related Funding Complexities and Difficulties Increasing numbers of schools facing cost pressures with more schools with in-year deficits and/or accumulated deficits. Limited non-recurring DSG funding, continued transitional arrangements for the implementation of the national funding formula and, significant pressures in the High Needs Block.</p>	<ul style="list-style-type: none"> a) Continue to advocate for North Yorkshire schools to achieve fairer school funding and improved funding for early years and high needs. Lobbying will continue to include working alongside MPs, regional colleagues, and the F40 group of low-funded local authorities. b) Undertake research into characteristics of good sustainable small primary and secondary schools including gathering quantitative and qualitative evidence by December 2019. c) To review and assess the financial position and performance of North Yorkshire LA maintained schools. Commission a programme of strategic support, including curriculum financial planning to support schools facing financial difficulties to enable the development of financial recovery and sustainability plans, including: provision of professional officer support to schools who are modelling budget and structural options; and, identification of other interventions as appropriate. By December 2019. d) Continue to review the High Needs Block to deliver existing savings plans and identify further cost savings to limit the use of LA base budget subsidy to the High Needs Block grant. Ongoing.

Ref	Significant Governance and Business Challenges	Action taken to date / planned in 2019/20
A6	<p>Capacity/Resources Continue to provide a range of services so that they meet essential statutory standards and other standards as set out in County Council Policy. And also to ensure delivery of a significant savings and transformation programme.</p>	<ul style="list-style-type: none"> a) Ongoing monthly monitoring of savings and transformation programme through Programme Board and programme management. b) Periodic reviews of relative priorities at Programme Board including identified increased capacity requirements. This may arise anywhere across the Council. c) Directorate leadership teams review of resource hotspots as part of monthly monitoring arrangements. Service plans will also help to inform these areas. Next iteration of service plans to be completed by March 2020.
A7	<p>Sustainable Economic Growth Enable, facilitate and deliver sustainable economic growth including through implementation of the County Council's Growth Plan. Provide strategic leadership for the further development of the YNYERH Spatial Framework, influencing Local Plans.</p>	<ul style="list-style-type: none"> a) Support the LEP review and aid it in changing to its preferred operating model by April 2020. b) Continue to bolster the sub-regional Directors of Development group in its role of facilitating sustainable economic growth. A prioritised work programme has been agreed with key deliverables for 2019/20 including the commissioning and preparation of Long Term Development Statements for six Strategic Development Zones and workstreams in relation to market towns / future high streets; inclusive growth; and a joint housing and infrastructure plan. c) Through the Growth Plan Steering Group in 2019/20 continue to further develop and implement the NYCC Plan for economic growth including through workstreams in relation to progressing the skills agenda; infrastructure funding; business engagement; natural capital; and healthy places.

8.0 SUMMARY

- 8.1 The governance framework operating during 2018/19 is considered to have provided reasonable and objective assurance that significant risks impacting on the achievement of the County Council's principal objectives would be identified and actions taken to avoid or mitigate their impact.
- 8.2 This also includes the level of conformance with the *CIPFA Code of Practice on Managing the Risk of Fraud and Corruption 2014*. Having considered all the principles, we are satisfied that the Council has adopted a response that is appropriate for its fraud and corruption risks and commits to maintain its vigilance to tackle fraud.
- 8.3 Some issues that require attention have, however, been identified and these are set out in **Section 7** above together with details of how they will be addressed during 2019/20. Reports on progress will be submitted to the Audit Committee.

9.0 SIGNATURES

- 9.1 We, the undersigned, accept primary responsibility for the content of this Annual Governance Statement and will over the coming year, take steps to address the matters identified in Section 7 of this Statement to further enhance the governance arrangements of the County Council. We are satisfied that these steps will address the need for improvements that were identified in the review of effectiveness and will monitor their implementation and operation as part of the next annual review.

Signed:

Cllr Carl Les
Leader of the County Council

Date:

Richard Flinton
Chief Executive

Date:

Barry Khan
Assistant Chief Executive
(Legal and Democratic Services)
(Monitoring Officer)

Date:

Gary Fielding
Corporate Director – Strategic
Resources (Section 151 Officer)

Date:

9.2 I confirm that the Audit Committee (meeting on the 22 July 2019) was satisfied, on the basis of the information available to it, that this Annual Governance Statement for 2018/19 has been prepared and approved after due and careful enquiry.

CLr Clifford Lunn
Chairman of the Audit Committee

Date:

DRAFT

GLOSSARY OF TERMS

Accruals

The concept that income and expenditure are recognised as they are earned or incurred, not as cash is received or paid.

Actuary

An actuary is an expert on pension scheme assets and liabilities. The Local Government Pension Scheme Actuary determines the rate of employer contributions due to the Pension Fund every three years.

Amortised

Written off over a suitable period of time (usually in line with the useful life of a fixed asset). This is a proxy for depreciation for intangible assets.

Appropriations

Amounts transferred from the Comprehensive Income and Expenditure Statement through the Movement in General Fund Balance to revenue or capital reserves.

Asset Rental Charges

The County Council charges Asset Rentals to Services in order to reflect the economic costs of the assets they use in service provision. These charges do not impact on Council Tax.

Assets

Anything which has a monetary value e.g. property, investments or cash.

Assets Held for Sale

Those assets that are actively being marketed with the expectation that disposal will occur within a 12 month period.

Associate

An entity is an associate of a reporting authority if it has a participating interest and over whose operating and financial policies the reporting authority is able to exercise significant influence.

AVC

Additional Voluntary Contributions.

Benchmark

A measure against which investment performance is assessed. The benchmark may take the form of a "market index" where performance is measured by comparison with a particular market or where measurement is against an average established by reference to the performance of a peer group or league table.

BCF

Better Care Fund

Bid Price

In the context of stock trading on a stock exchange, the bid price is the highest price a buyer of a stock is willing to pay for a share of that given stock.

Bond

A type of investment where cash is exchanged for a certificate of debt issued by the government or company, promising regular payment on a specified date, or range of dates, usually involving a final lump sum capital payment at the time the bond is given up by the investor.

Budget

A statement of the County Council's expected level of service and spending over a set period, usually one year.

Callable Deposit

Deposit with a bank or building society for an agreed term but where the bank has the option of repaying the full amount at set intervals. For example, a three year deposit with six monthly calls.

Capital Expenditure

Expenditure on the acquisition of a fixed asset or expenditure which adds to, or enhances, the life or value of an existing fixed asset.

Capital Financing

Funds used to pay for capital expenditure. These funds can come from both external and internal sources.

Capital Plan

The proposed budget for capital expenditure and funding for the County Council.

Capital Receipts

Proceeds from the sale of Fixed Assets. These are used to finance new capital expenditure.

Carrying Amount

The amount at which an asset is recognised in the Balance Sheet.

Cash and Cash Equivalents

A Balance Sheet heading to identify both cash (or overdraft) and other highly liquid resources, these liquid resources are deemed to be short term investments that are held with maturity periods of three months or less and are for the purposes of cash management.

CCG

Clinical Commissioning Groups.

The Code

In relation to the financial statements The Code refers to the Code of Practice on Local Authority Accounting. The Code of Practice is based upon approved accounting standards and provides the accounting standards under which the Statement of Accounts are prepared.

CFR

Capital Financing Requirement.

CIPFA

The Chartered Institute of Public Finance and Accountancy is the lead accountancy body for the Public Sector on accounting practice and the preparation of local authority Accounts.

Consolidation

The process of adjusting and combining financial information from the individual financial statements of a reporting authority and its subsidiaries. The overall aim is to prepare consolidated financial statements that present financial information for the group as a single entity.

Contingencies

Sums set aside to meet either the potential costs of activities expected to occur during the year, over and above those costs included in the services budget (pay and price), or items which are difficult to predict in terms of financial impact or timing (uncertain items).

Corporate Governance

The authoritative rules and controls in place within an organisation required to promote openness, inclusivity, integrity and accountability.

Council Tax

The means of raising money locally to pay for local authority services. This is a property based tax where the amount levied depends on the valuation of each dwelling.

Credit Rating

A published ranking, based on detailed financial analysis by a credit bureau, of an organisation's financial history, specifically relating to an organisation's ability to meet its debt obligations.

Creditors

Amounts owed by the County Council for goods or services that it has received but for which payment had not been made by the last day of the financial year (31st March).

Current Assets and Liabilities

Current assets are items that are owed to County Council and can be readily converted into cash. Current liabilities are items that are due for payment immediately or in the short term.

Current Service Cost IAS 19

Employer pension contributions charged during the year have been removed from the Comprehensive Income and Expenditure Statement and replaced with an amount (i.e. current service cost) which reflects the increase in the scheme liabilities expected to arise from employee membership of the scheme in the year of account.

DCLG

Department of Communities and Local Government.

Debtors

Amounts owed to the County Council at the last day of the financial year (31st March) where services have been delivered but payment has not been received.

Delegated Budgets

Budgets for which schools and other services have complete autonomy in spending decisions.

Depreciation

The measure of the wearing out, consumption, or other reduction in the useful economic life of a fixed asset, whether arising from use, age or obsolescence through technological or other changes.

DfE

Department for Education.

DSG

Dedicated Schools Grant. A ring-fenced grant which can only be applied to expenditure properly included in the Schools budget.

Earmarked Reserves

These reserves represent monies set aside that can only be used for a specific purpose.

EFA

Expenditure & Funding Analysis

Expected Return on Assets

The average rate of return expected on the actual assets held by the Local Government Pension Fund.

Fair Value

A rational and unbiased estimate of the potential market price of a good, service or asset.

Finance Leases

Under a finance lease agreement, most of the risks and rewards associated with ownership are transferred to the lessee. The accounting policy is to recognise these assets.

FRS

Financial Reporting Standard

FVOCI

Financial Assets Measured at Fair Value through Other Comprehensive Income

FVPL

Financial Assets Measured at Fair Value through Profit or Loss

GAAP

Generally Accepted Accounting Practice.

Government Grants

Revenue grants and contributions are credited to the appropriate service Revenue Account where they relate to a specific service; general grants including capital grants are credited to non-specific grant income within the Comprehensive Income and Expenditure Statement to the extent that the conditions of the grant have been met.

HWRC

Household Waste Recycling Centre

IAS

International Accounting Standard

ICT

Information and Communications Technology.

IFRIC

Interpretations originated from the International Financial Reporting Interpretations Committee.

IFRS

International Financial Reporting Standards. Guidelines and rules set by the International Accounting Standards Board (IASB) that companies and organisations can follow when compiling financial statements.

Impairment

The worsening of an asset, through damage, dilapidation etc., which affects the value of that asset.

Income

Amounts which the County Council receives, or expects to receive, from any source. Income includes fees, charges, sales, capital receipts, government grants, the precept on Council Tax collection funds, Revenue Support Grant and National Non-Domestic Rate.

Income in Advance

Amounts received by the County Council during the current financial year relating to services to be delivered in the following financial year.

Intangible Assets

Assets that do not have physical substance but are identified and are controlled by the County Council through custody or legal rights.

Interest Cost

A financing charge reflecting the increases in the present value of Pension Fund scheme liabilities.

Investments

Short term investments comprise of deposits of funds with banks or similar institutions.

Investment Properties

Properties that are held for income or capital appreciation only, rather than used for any service delivery purposes.

ISAB

International Accounting Standards Board.

ISB

Individual School Budgets.

ISP

Internet Service Provider.

Joint Venture

An entity in which the reporting authority has an interest on a long term basis and is jointly controlled by the reporting authority and one or more entities under a contractual or other binding arrangement.

LAA

Local Area Agreement. A partnership with other public bodies involving the pooling of government grants to finance work towards jointly agreed objectives for local public services.

LAAP

Local Authority Accounting Panel. Bulletins issued by CIPFA to provide guidance on topical issues and accounting developments and when appropriate provide clarification on the detailed accounting requirements.

LASAAC

Local Authorities (Scotland) Accounts Advisory Committee.

LDDF

Learning Difficulties Development Fund.

LGPS

Local Government Pension Scheme.

LIBOR

The London Interbank Offered Rate. A daily reference rate based on the interest rates at which banks borrow unsecured funds from other banks in the London wholesale money.

LOBO

Lender Option Borrower Option. Financial instrument used to borrow from the money market such loans feature on initial fixed interest period followed by a specified series of calls where the lender has the option to request an interest rate increase. The borrower has the option of repaying the loan (at no penalty) or accepting the higher rate.

LPSA

Local Public Service Agreement.

LSP

Local Strategic Partnership. A non-statutory, multi-agency partnership, which matches a local authority boundary, and includes representatives from the public, private, community and voluntary sector.

LMS

Local Management of Schools.

Long Term Borrowing

Long term borrowing is loans that have been raised to finance capital expenditure.

Market Value

The monetary value of an asset as determined by current market conditions.

Mid-market price

The mid-point between the bid price and the offer price for a security based on quotations for transactions of normal market size by recognised market-makers or recognised trading exchanges.

Minimum Revenue Provision

The statutory minimum amount that must be charged to a Revenue Account in each financial year to repay external debt.

Minority Interest

The interest in a subsidiary entity that is attributable to the share held by, or on behalf of persons other than the reporting authority.

MHCLG

Ministry of Housing, Communities and Local Government (formerly DCLG - Department of Communities and Local Government).

MTFS

Medium Term Financial Strategy

NAHT

National Association of Head Teachers.

NASUWT

National Association of Schoolmasters Union of Women Teachers.

National Non-Domestic Rate

The Government levies a standard rate on all properties used for commercial purposes. The rates are collected on behalf of the government by District Councils, and then redistributed nationally on the basis of resident population.

Net Book Value

The amount at which Fixed Assets are included in the Balance Sheet, i.e. their historical cost or current value less the cumulative amounts provided for depreciation.

Net Current Replacement Cost

The cost of replacing or recreating the particular asset in its existing condition and in its existing use, i.e. the cost of its replacement or of the nearest equivalent asset, adjusted to reflect the current condition of the existing asset.

Net Debt

This comprises cash in hand, cash overdrawn, short term investments and long term borrowing.

Net Realisable Value

The open market value of the asset in its existing use (or open market value in the case of non-operational assets) less the expenses to be incurred in realising the asset.

NEU

National Education Union (formerly NUT National Union of Teachers and ATL Association of Teachers and Lecturers).

NHS

National Health Service.

NJC

National Joint Council.

Non-Current Assets

Assets that yield benefits to the authority and the services it provides for a period of more than one year.

NYBEP

North Yorkshire Business and Education Partnership.

NYnet Limited

A company providing broadband connectivity within North Yorkshire.

Past Service Cost

The increase in Pension Fund liabilities arising in the current period as a result of the introduction of, or improvement to, retirement benefits.

PFC

Pension Fund Committee.

PFI

Private Finance Initiative. A means of securing new assets and associated services in partnership with the private sector.

PIP

The Pending Issues Provision (PIP) was set up in 2008/09 as part of the budget and medium term financial strategy process to underpin a financial strategy that would ensure sufficient recurring funds are available in future years to meet the predicted year on year costs of the Waste Strategy.

The provision was funded by increasing the annual Council Tax charge in the three year period 2008/09 to 2010/11 by more than was strictly needed to pay for the annual cost of the County Council's services in those year's.

In addition to providing the longer term funding required for the Waste Strategy, the funding paid into the PIP but not yet drawn down by the Waste Strategy is available for non- recurring items of urgent expenditure and investment in services.

Portfolio

A block of assets managed by a fund manager, to an agreed performance specification, on behalf of an investor.

Precept

The amount of money the County Council has to levy on Council Tax payers (via district collection funds) to pay for County Council services.

Prepayments

Amounts paid by the County Council in the current financial year that relate to goods and services not received until the following financial year.

Provisions

Provisions represent sums set aside for any liabilities of uncertain amount or timing that have been incurred.

PWLB

Public Works Loan Board. The Government agency set up to provide loans to Local Authorities to finance capital expenditure.

REFCUS (Revenue Expenditure funded from Capital under Statute)

Expenditure which may be properly capitalised, but which does not result in the creation of any fixed asset.

REOTAS

Reintegration in Education other than in Schools.

Reserves

There are two types of reserves, usable and unusable reserves. Usable reserves are those reserves that can be applied to fund expenditure or reduce local taxation. Unusable reserves are other reserves, such as the revaluation reserve, that arise from accounting requirements.

Revenue Expenditure

Revenue expenditure is spending on the day to day running costs of the County Council. It includes expenditure on employees, premises, transport and supplies and services.

RICS

Royal Institution of Chartered Surveyors.

RSG

Revenue Support Grant. Central Government grant support towards local government expenditure.

SEN

Special educational needs.

SEND

Special educational needs and disability.

SDT

Standard Desktop.

Section 151 Officer

The Officer designated to assume overall responsibility for the administration of the financial affairs of the County Council and for the preparation of the Council's Statement of Accounts.

Settlements and Curtailments

Settlements and liabilities settled at a cost materially different to the IAS 19 reserve during the year. Curtailments represent the cost arising from early payment of accrued pensions in respect of any redundancies during the year.

Simple Investment

The reporting authority's interest does not qualify the entity as a subsidiary, associate or a joint venture because the reporting authority has limited influence or its interest is not long term.

SIF

Special Investment Fund.

SIP

Statement of Investment Principles.

Subsidiary

An entity is a subsidiary of a reporting authority if the authority is able to exercise control over the operating and financial policies of the entity and is able to gain benefits / be exposed to risk of potential losses from this control.

Surplus Properties

Those properties that are not used in service delivery but neither do they meet the classification of investment properties or assets held for sale.

T&C

Technology and Change.

Term Deposit

A deposit held in a financial institution for a fixed term at a fixed rate.

TMP

Treasury Management Practices.

TMPS

Treasury Management Policy Statement.

VAT

Value Added Tax.

Veritau Limited

A company providing Internal Audit, Counter fraud and Information Governance Services.

VOICE

This is a union for Education Professionals.

Work in Progress

The value of rechargeable work which has not been recharged at the end of the financial year.

YDHTP

Yorkshire Dales and Harrogate Tourism Partnership.

Yorwaste Limited

A subsidiary waste disposal company.

YPO

Yorkshire Purchasing Organisation.

NORTH YORKSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

21 JUNE 2019

INTERNAL AUDIT WORK FOR THE CHILDREN AND YOUNG PEOPLE'S SERVICES
DIRECTORATE

Report of the Head of Internal Audit

1.0 PURPOSE OF THE REPORT

- 1.1 To inform Members of the **internal audit work** performed during the year ended 31 May 2019 for the Children and Young People's Services Directorate (CYPS).

2.0 BACKGROUND

- 2.1 The Audit Committee is required to assess the quality and effectiveness of the corporate governance arrangements operating within the County Council. In relation to the Children and Young Peoples Services Directorate (CYPS), the Committee receives assurance through the work of internal audit (as provided by Veritau), as well as receiving a copy of the latest directorate risk register.
- 2.2 This agenda item is considered in two parts. This first report considers the work carried out by Veritau and is presented by the Head of Internal Audit. The work of internal audit is reported in accordance with an agreed programme of work with this report covering audits finalised in the year to 31 May 2019. The second part is presented by the Corporate Director and considers the risks relevant to the directorate and the actions being taken to manage those risks.

3.0 WORK CARRIED OUT DURING THE YEAR ENDED 31 MAY 2019

- 3.1 As well as audits of directorate systems, Veritau also reviews the adequacy of controls operating within North Yorkshire maintained schools. The majority of audit work within schools is now performed as part of themed audits, where a specific topic is reviewed across a range of schools. During these audits feedback is provided to each school visited, but the audit report is issued to CYPS and includes common issues or best practice. CYPS then produces a response which is aimed at improving standards across all schools.
- 3.2 Details of internal audit work undertaken within the directorate and the outcomes of these audits are provided in **appendix 1**.
- 3.3 Veritau has also been involved in a number of other areas of work in respect of the directorate. This work has included:
- (a) monitoring and reviewing SFVS returns and drafting the DfE return;

- (b) reviewing LMS Procedure Rules, in conjunction with school representatives and officers from Finance and Management Support, Legal Services and the Corporate Property Landlord Unit;
 - (c) contributing to training sessions at the termly school bursar conferences;
 - (d) offering advice to schools on tendering and quotation procedures in connection with devolved capital works;
 - (e) keeping schools informed of best practice and recent developments;
 - (f) publishing advice for schools on counter-fraud arrangements to enable them to comply with the requirements of the LMS Scheme;
 - (g) carrying out a number of other special investigations that have either been communicated via the Whistleblowers' hotline or have arisen from issues and concerns raised with Veritau by CYPs management.
- 3.4 As with previous audit reports an overall opinion has been given for each of the specific systems or areas under review. The opinion given has been based on an assessment of the risks associated with any weaknesses in control identified. Where weaknesses are identified then remedial actions will be agreed with management. Each agreed action has been given a priority ranking. The opinions and priority rankings used by Veritau are detailed in **appendix 2**. Where the audits undertaken focused on value for money or the review of specific risks as requested by management then no audit opinion will be given.
- 3.5 It is important that agreed actions are formally followed up to ensure that they have been implemented. Veritau follow up all agreed actions on a regular basis, taking account of the timescales previously agreed with management for implementation. **On the basis of the follow up work undertaken during the year, the Head of Internal Audit is satisfied with the progress that has been made by management to implement previously agreed actions necessary to address identified control weaknesses.**
- 3.6 The programme of audit work is risk based. Areas that are assessed as well controlled or low risk are reviewed less often with audit work instead focused on the areas of highest risk. Veritau's auditors work closely with directorate senior managers to address any areas of concern.

4.0 **AUDIT OPINION**

- 4.1 Veritau performs its work in accordance with the Public Sector Internal Audit Standards (PSIAS). In connection with reporting, the relevant standard (2450) states that the chief audit executive (CAE)¹ should provide an annual report to the board². The report should include:
- (a) details of the scope of the work undertaken and the time period to which the opinion refers (together with disclosure of any restrictions in the scope of that work)

¹ For the County Council this is the Head of Internal Audit.

² For the County Council this is the Audit Committee.

- (b) a summary of the audit work from which the opinion is derived (including details of the reliance placed on the work of other assurance bodies)
- (c) an opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (i.e. the control environment)
- (d) disclosure of any qualifications to that opinion, together with the reasons for that qualification
- (e) details of any issues which the CAE judges are of particular relevance to the preparation of the Annual Governance Statement
- (f) a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme.

5.0 RECOMMENDATION

- 5.1 That Members consider the information provided in this report and determine whether they are satisfied that the internal control environment operating in the Children and Young People's Services Directorate is both adequate and effective.

MAX THOMAS
Head of Internal Audit

Veritau Ltd
County Hall
Northallerton

5 June 2019

BACKGROUND DOCUMENTS

Relevant audit reports kept by Veritau Ltd at 50 South Parade, Northallerton.

Report prepared by Ian Morton, Audit Manager, Veritau and presented by Max Thomas, Head of Internal Audit

AUDIT REPORTS ISSUED IN THE YEAR TO 31 MAY 2019

	System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
A	Developing Stronger Families May 2018 Claim	High	The DCLG framework for the Troubled Families Programme requires internal audit to carry out a representative sample of at least 10% of results for each claim. The aim of these checks is to ensure families are eligible for inclusion in the programme and that appropriate progress has been achieved against the Outcome Plan	June 2018	Suitable evidence was available to support the claim for each family within the sample	No actions identified
B	Developing Stronger Families September 2018 Claim	High	See A above	September 2018	Suitable evidence was available to support the claim for each family within the sample	No actions identified
C	Developing Stronger Families December 2018 Claim	High	See A above	December 2018	Suitable evidence was available to support the claim for each family within the sample	No actions identified
D	Developing Stronger Families March 2019 Claim	High	See A above	March 2019	Suitable evidence was available to support the claim for each family within the sample	No actions identified

System/Area		Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
E	Themed School Audits – Deficit Budget	High	The audit reviewed how effectively schools with a deficit budget are managing the budget. This included ensuring a realistic savings plan is in place and that it is monitored at least monthly with regular reports presented to the school's Governing Body.	June 2018	<p>Schools with licensed deficits are expected to have a recovery action plan in place to address the deficit, ideally within a 3 year period. Any deficit includes both the in-year deficit and any cumulative historic deficit that has been accrued. With one exception, all schools reviewed had a suitable plan in place that contained sufficient detail of the savings, efficiencies and actions to provide assurance to CYPS Finance that the plan will be effective. The remaining school is working closely with CYPS Finance to devise a suitable action plan.</p> <p>The level of monitoring requested is based on either the size of the deficit or the recovery period. Those schools where recovery is predicted over several years are requested to submit regular monitoring reports, normally in line with full Governing Body meetings.</p> <p>All of the schools visited provided evidence that monthly budget monitoring was taking place within school. There was also evidence of additional discussions taking place with Governors. These</p>	No actions identified

System/Area		Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
					discussions are reflected in the minutes and variances appear to be well explained.	
F	Themed School Audits – North Yorkshire Education Service (NYES)	Reasonable	The audit reviewed how schools interact with NYES to ensure schools undertake an effective review of charges prior to payment and ensure compliance with the SLA for each service area.	June 2018	<p>NYES provides a central system for schools to purchase services and book training courses. Each school is allocated a Client Relationship Manager (CRM). The general view of the schools visited is that the CRM provides them with a good, helpful service.</p> <p>Most schools visited stated that they either find the NYES online booking system difficult to use, or items appear in their baskets without their knowledge or they have not had either training or a user guide in order to use the system effectively.</p> <p>Schools report that the SLA documents themselves can be very long and it is unclear what level of service they should be receiving. In some cases schools are unable to locate SLA's for services they have purchased.</p> <p>All schools use NYES to book places on training courses, and purchase IT equipment that is not included in SLAs. These are then charged through ORACLE each</p>	<p>One P2 and three P3 actions were agreed.</p> <p>Responsible Officers</p> <p>NYES Head of Operations Assistant Director - Strategic Resources (CYPS) NYES Head of Innovation Service Manager Customer Accounts</p> <p>Schools were reminded of the required processes via the Admin & Finance Conferences. FMS Team to remind schools of the required processes for checking and approving payments and also for reporting service issues.</p> <p>Meetings with Relationship Managers already include discussions about opt out timings. There is an ongoing improvement project underway to provide customers with prices as early in the year as possible. Website redevelopment is underway to improve customer experience and usability. Responsibility for SLA online development now sits with Technology and Change within NYCC.</p>

System/Area		Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
					<p>month. Several schools either did not maintain a record of purchases or did not check whether goods have actually been received.</p> <p>Disputes in relation to the service provided are often reported directly to the service area rather than via the NYES relationship manager.</p>	
G	Themed School Audit – GDPR	Limited	The audit reviewed compliance with GDPR requirements at those schools who have not appointed an external Data Protection Officer (DPO).	May 2019	<p>Only a small number of North Yorkshire schools have not appointed an external DPO. These schools are instead reliant on internal resources to provide the required level of expertise to ensure compliance with GDPR regulations.</p> <p>ICO guidance states that the DPO should be independent, appropriately qualified, adequately resourced and should report to the highest level of management. Schools visited had appointed a range of different people as DPO including Business Managers, Deputy Heads and Governors. In most cases the arrangement does not comply with the guidance criteria.</p> <p>Some schools have made greater</p>	<p>Six P2 actions were agreed.</p> <p>Responsible Officer Assistant Director – Strategic Resources (CYPS).</p> <p>Each school will be contacted by the Senior Governance Officer to ascertain what they intend to do to address the issues raised by the audit and they will be reminded of their responsibilities in relation to GDPR. A specific GDPR session will be included in the autumn conference.</p>

System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
				<p>progress, and are more prepared than others. The responses of some schools demonstrate a lack of understanding of the legislation and the required actions. Only 2 of the schools covered by the audit are potentially close to complying with the requirements of the legislation. The majority of the schools have not carried out appropriate training for staff.</p>	
H	Themed School Audit - Electronic Payment Methods	Reasonable	May 2019	<p>The Schools Finance Manual does not provide specific guidance covering electronic purchasing and selling. Schools have therefore used their own judgement or contacted audit or the FMS team for advice. Most schools reviewed use standard online providers with very few using auction sites. No inappropriate sites were used.</p> <p>Some purchases have been made which appear questionable, but could be appropriate in specific circumstances. We did identify a number of schools who allow purchase cards to be used by someone other than the named person.</p> <p>Only a small number of schools use an electronic payment</p>	<p>Three P2 and two P3 actions were agreed.</p> <p>Responsible Officer Assistant Director – Strategic Resources (CYPS).</p> <p>The Schools Finance Manual will be updated to cover electronic purchasing and selling. Specific guidance will be written to address the issues raised in the audit.</p> <p>An update will be given at the Bursars Conference in the autumn.</p>

System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
				<p>provider such as PayPal. In all cases these schools have a process in place to reconcile charges incurred on their PayPal account to purchases made. In most cases the PayPal account is linked to the purchasing card, although we identified one school where the link is to the school BAFS account, and all purchases made using PayPal are paid for directly from the main school bank account.</p> <p>All schools reviewed maintain a log of card purchases and undertake a reconciliation of purchases made. There is no consistency across the schools regarding the reconciliation process.</p> <p>A number of the major online providers do not provide the appropriate documentation to reclaim VAT unless it is specifically requested. We identified a number of cases where schools have not reclaimed VAT as the appropriate documentation was not obtained from the retailer. No cases were identified where VAT was reclaimed without the appropriate documentation.</p>	

System/Area		Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
I	High Needs SEN	Substantial	The audit reviewed compliance with The Special Educational Needs and Disability Code of Practice when undertaking assessments and agreeing Educational Health and Care Plans (EHCP).	August 2018	<p>Based upon the sample of cases checked, the authority is complying with the Special Educational Needs and Disability Code of Practice for 0 to 25 years when undertaking an assessment and agreeing an EHCP. Changes in the CAN-Do process have led to large alterations in the indicative amount of funding levels and the CAN-Do process is currently being reviewed to address this.</p> <p>There is no process in place to ensure that top up funding provided to schools is being spent to assist the pupils and deliver the desired outcomes within the EHCP.</p>	<p>One P3 action was agreed.</p> <p>Responsible Officers Head of SEN and Disability Service.</p> <p>There will be discussions to see if we can insist on a declaration on how notional SEN is used and publish this on the school web site</p> <p>We will identify a process by which schools have to justify how Element 3 funding is to be used and include an annual review of the use of that funding.</p>
J	Children Leaving Care	Reasonable	The audit reviewed compliance with the policy framework for children leaving care. This included ensuring Needs Assessments and Pathway Plans were completed and reviewed, each young person was allocated a Personal Advisor, and appropriate financial	May 2019	There are policies in place relating to Children Leaving Care which include legislation and statutory guidance and internal policies/guidelines including documented financial arrangements. The Leaving Care Entitlements document which outlined the financial limits has now been replaced by The Core Offer (October 2018).	<p>One P2 and three P3 actions were agreed.</p> <p>Responsible Officers Leaving Care Manager, Leaving Care Team Manager, Assistant Team Managers, Looked After Children Managers.</p> <p>A review of all young people who require a pathway plan will be</p>

System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
		arrangements were in place.		<p>A number of Pathway Plans were not completed in a timely manner (before age 16 and 3 months). However, Pathway Plans were being reviewed regularly at least every 6 months.</p> <p>It is difficult to identify how much (if anything) the young person was receiving from NYCC through payments for Children Leaving Care. The Pathway Plans have a section for Financial Support but this is not being utilised to clearly document the regular financial support the young person is receiving.</p> <p>There was evidence that personal advisers were being allocated and carrying out their necessary duties as per the guidance.</p> <p>A sample of ad hoc payments was reviewed. All had been appropriately authorised and were made in accordance with policy. However, the majority of ad hoc payments were not being paid through bank transfer directly to the individual but were being made off system by petty cash.</p> <p>An issue was identified with the reporting of payments through</p>	<p>completed to ensure 100% have plans in place. Work will be undertaken to understand how the dashboard calculates pathway plans for LAC pre 16 years and 3 months. Practice guidance on the requirements for pathway plans to be reviewed and shared with all staff.</p> <p>All Pathway Plans will include a clear financial plan. The practice guidance will contain clarity as to where entitlements should be recorded. A 3 month dip sample audit will be completed to obtain some assurance this is in place.</p> <p>BACS must be used wherever possible. We will work with the finance team to ensure that any bank transfers made are done so in a timely manner to prevent hardship to the young person. We will also look at pre-payment cards options. Guidance has been developed on where exceptions to payment by bank transfer (petty cash) can be made. All exceptions to be approved by the Leaving Care Manager.</p> <p>We are working with finance/data and intelligence team to determine how reporting can be improved to ensure visibility of all payments.</p>

System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
				ContrOCC. The amounts on the report produced for petty cash payments were showing up as ongoing payments for a high amount when in fact they were one off payments of a small value.	
K	Adult Learning	Reasonable	The audit examined whether a comprehensive action plan existed that addressed all of the findings from the inspection by Ofsted and that progress had been made in addressing the identified areas for improvement.	<p>May 2019</p> <p>A comprehensive action plan exists which addresses the findings from the Ofsted inspection. This covers the 13 key priorities/outcomes which address the areas for improvement identified in the Ofsted inspection.</p> <p>The actions set out how the key priorities will be addressed and outcomes delivered. Good progress has been made, and more than half of these actions have been marked as complete.</p> <p>This document has now been closed off, and outstanding actions have been incorporated into the Leadership and Management Quality Improvement Plan (QIP), which addresses improvements at a whole service level. This is a 'live' document and it can be seen that this is being regularly monitored and updated.</p> <p>A sample of both completed and</p>	<p>Two P2 and one P3 actions were agreed.</p> <p>Responsible Officers</p> <p>Assistant Director – Strategic Resources (CYPS), Integrated Finance (CSD), Assistant Director – Education and Skills</p> <p>Actions will be moved back into the Leadership and Management QIP and the necessary actions developed to tackle each of the actions identified. This will be monitored through regular updates of the plan at the services Senior Leadership Team Meetings.</p> <p>We will carry out a thorough review of ILPs across the service and report back on findings. We will also continue to offer CPD sessions to teachers on how to set and monitor individual and group targets. Curriculum managers will review ILPs with individual teachers as part of keep in touch meetings.</p>

System/Area	Audit Opinion	Areas Reviewed	Date Issued	Comments	Action Taken
				<p>outstanding actions from the Post-Ofsted action plan were reviewed. Of the five outstanding actions in our sample, we found that three of the five actions had not been moved over onto the QIP and therefore assurance could not be given that progress against the action is monitored or the required change has been achieved.</p> <p>There were weaknesses identified with the completeness of the Individual Learning Plans (ILPs) which did not sufficiently evidence that the action had been completed.</p>	

Audit Opinions and Priorities for Actions

Audit Opinions	
<p>Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.</p> <p>Our overall audit opinion is based on 5 grades of opinion, as set out below.</p>	
Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

NORTH YORKSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

21 JUNE 2019

**INTERNAL CONTROL MATTERS FOR THE CHILDREN AND YOUNG PEOPLE'S
SERVICES DIRECTORATE**

Report of the Corporate Director – CYPS

1.0 PURPOSE OF THE REPORT

- 1.1 To outline some of the key service risks and governance developments within the Directorate
- 1.2 To receive details of the updated Risk Register for the Children & Young People's Directorate

2.0 BACKGROUND

- 2.1 The Audit Committee is required to assess the quality and effectiveness of the corporate governance arrangements operating within the County Council. In relation to the Children and Young People's Services (CYPS), the Committee receives assurance through the work of internal audit (detailed in a separate report to the Committee) and through the Directorate Risk Register.
- 2.2 In addition, this report provides some headlines on key service risks and governance developments.

3.0 KEY GOVERNANCE DEVELOPMENTS AND RISK ISSUES

- 3.1 The main areas of note for the Directorate are set out below:

(a) Ofsted – ILACS Framework

Under the Inspection of Local Authority Children's Services (ILACS) Framework, local authorities receive one of three different types of inspection each year:

- Short inspection (good or outstanding) or Standard (Requires Improvement)
- Focussed visit
- Joint Targeted Area Inspection (JTAI) – theme set nationally

The local authority received a Standard Short Inspection in July 2018 and was the first and, to date, only local authority nationally to be judged outstanding in all four judgements. In 2019-20 it is likely that the Authority will be the subject of either a focussed visit or JTAI. Local Authorities are also invited to an Annual Conversation with Ofsted to consider performance and North Yorkshire's is scheduled for 20 June 2019.

(b) Ofsted – Education Inspection Framework (EIF)

A new Ofsted inspection framework will be introduced in September 2019 reviewing: Quality of Education, Behaviour and Attitudes, Personal Development and, Leadership and Management. The focus in the new EIF is on the breadth and depth of the curriculum and how it reflects the progression of skills and knowledge whilst meeting the needs of pupils in their local communities. With the emphasis on the curriculum, it is anticipated that smaller schools may find the new framework more challenging although it is anticipated that Ofsted will also take a proportionate view. However, there is a risk that those smaller schools who are also in financial distress will be further challenged by the need to balance performance with financial sustainability. The local authority will work with schools to: look at curriculum models to determine whether there is capacity and willingness to share staff across an areas; and, work on curriculum planning for mixed age classes that meets the curriculum intent in the EIF and national curriculum.

(c) School Funding

2018-19 saw the introduction of a transitional period towards the national funding formula. It is likely that this transitional period will continue to at least March 2021, although the local authority remains concerned at the funding differential between higher funded local authorities and North Yorkshire particularly for small secondary schools. Schools continue to report increased financial strain and challenges – particularly in small, rural schools. Aggregate accumulated surplus balances for all LA maintained schools have decreased in 2018-19 although aggregate accumulated primary school balances have remained broadly the same (adjusted for academy conversions). PRS balances still remain healthy with 4 schools representing 10% of the overall surplus balance. Aggregate surplus balances for both secondary and special schools decreased significantly in 2018-19 and the local authority will undertake further work in 2019-20 to support and challenge schools to develop recovery plans where these are not already in place. Capital funding for school property maintenance, supply of school places and investment in special provision across the county continues to represent a significant medium-term risk.

(d) SEND and High Needs

The LA has continued to experience a significant increase in the number of children and young people assessed as requiring an Education, Health and Care Plan (EHCP). The underlying overspend on high needs (i.e. funding for children with additional needs) in 2018-19 amounted to £6.1m although this was reduced through the application of two sources of temporary funding: £1.2m additional funding announced in December 2018 and a transfer of 0.5% of Schools Block funding (£1.6m) to the high needs block.

In 2019-20, a further temporary grant of £1.2m has been agreed by DfE and a transfer of 1% of Schools Block (£3.2m) has been agreed by Secretary of State. Despite this, the local authority has invested £7.6m (gross) in the Council's budget which recognises that Department for Education (DfE) funding is insufficient to meet the needs of children in line with the educational reforms of the Children Act introduced in 2014.

The implementation of the SEND Strategic Plan is underway including re-commissioning Enhanced Mainstream Schools through targeted provision, reorganisation of Pupil Referral Services and Alternative Provision, and restructuring inclusion support services. Management action will continue to identify further savings opportunities.

The transfer of funding from the Schools Block to the High Needs Block impacts on the level of funding available in schools and the local authority has been careful to seek a balance between reshaping provision and services for children with special education needs, and pressure within the school funding system.

(e) CYPS Risk Management Group

The Directorate has established a CYPS Risk Management Group to provide a focal point for risk management, resources and activities across all services areas, to identify and share both issues of concern and best practice in risk management, health and safety and information security. The Group is co-chaired by the Assistant Director – Education and Skills (Directorate Risk Management Champion) and Assistant Director – Strategic Resources. Attendance has been strong with senior stakeholders from across the Directorate supported by professional advice from central risk, health and safety and information governance teams. A summary of relevant information and issues is now regularly fed into Children and Young People's Leadership Team.

(f) CYPS Commercial and Enterprise Board

A new Commercial and Enterprise Board has been established overseeing the management of traded services within CYPS including School Improvement, Education Psychology, Specialist Careers Advisors, Professional Clerking, and Outdoor Education. In addition, the Autumn Budget announced that national funding would be made available to take forward three evidence-based innovation models within Children's Social Care; one of these is No Wrong Door. The Board will also provide governance around this key development. The Directorate is planning, in conjunction with DfE, to deploy resources to assist other local authorities to roll out the No Wrong Door model; these will be fully funded by grant allocations and/ or arrangements with local authorities adopting the model.

(g) MTFS: 2020 Savings and Budget Pressures

As part of the Council's 2020 Savings Programme, CYPS have a further £5m savings over the next three-year period. This includes some significant reviews around School Improvement, Inclusion, Virtual School, Disabled Children's Services, reshaping Pupil Referral Services and Alternative Provision as well as embedding recently implemented changes to Children and Families and SEN Transport. Savings are getting more challenging and delivery of the MTFS programme needs to be seen in the context of the SEND financial pressures outlined at (d) and the school funding pressures outlined in (c). Programme delivery arrangements are supported by rigorous programme and project management arrangements with strategic programme board oversight and active monitoring of implementation and impact.

4.0 DIRECTORATE RISK REGISTER

4.1 The **Directorate Risk Register** (DRR) is the end product of a systematic process that initially identifies risk at Service Unit level and the aggregates these via a sieving process to Directorate level. A similar process sieves Directorate level risks into the Corporate Risk Register.

4.2 The Risk Prioritisation System used to drive all Risk Registers across the County Council categorises risks as follows:

- **Category 1 and 2 are high risk (RED)**
- **Category 3 and 4 are medium risk (AMBER)**
- **Category 5 is low risk (GREEN)**

4.3 The DRR represents the principal risks that may materially impact on the performance and financial outcomes of the Directorate. The CYPS DRR was last reviewed in March 2019. The detailed DRR is shown at **Appendix B** and shows a range of risks and the risk reduction actions which have been put in place to minimise them. A summary of the DRR is also attached at **Appendix A**.

4.4 There are minimal changes to the risk register since the last report to the Audit Committee in June 2018. The main change is as follows:

- SEND High Needs Budget: risk of further financial pressure given increased demand for specialist provision up to age 25. The implementation of the Strategic Plan for SEND has started to impact through reshaping of provision, particularly in Pupil Referral Services, but has also seen investment in additional places within Special Schools. In March 2019, the Department for Education confirmed that North Yorkshire's bid for a new special free school in Selby was successful which will meet a clear gap in local provision.

4.5 Some examples of actions that have been completed or progressed in relation to particular risks since the last report to the Committee include:

- SEND High Need Budget – the Directorate has discussed SEN pressures including exclusions and provision for children with special education needs with school leaders across the county. Plans have been approved to transform Pupil Referral Services and Alternative Provision and the transition from the CAN-Do Resource Allocation System to a banded system.
- Partnership and Integration with Health – the future commissioning arrangements for the Healthy Child Programme have been agreed.
- Looked After Children – a significant review of the Children and Families service area has been undertaken and implemented in March 2019 which increased the number of social workers to effectively deal with demand.
- Education Outcomes – the evaluation of the School Improvement Service to ensure it remains fit for need has been completed with proposals subject to consultation commencing in early June 2019.

- Inspection Outcome – comprehensive dashboards to monitor performance have been completed for Children and Families.
- School Organisation and Funding: work has been ongoing to continue to lobby MPs and government departments on school funding issues including representations to MHCLG, ESFA, DfE and local MPs. Written and oral evidence has been provided in response to the Education Select Committee’s inquiry on special education needs and disabilities and school and college funding. Written evidence has also been provided to the Ministry of Housing, Communities and Local Government (MHCLG) select committee on Funding of Local Authorities’ Children’s Services. The local authority also plans to submit written evidence in response to the DfE’s call for evidence on Provision for children and young people with special educational needs and disabilities, and for those who need alternative provision.

5.0 RECOMMENDATION

5.1 That the Committee:





- (i) note the updated risk register for the CYPS Directorate; and
- (ii) provide feedback and comments on the CYPS Directorate Risk Register, key risk and governance issues/ developments and any other related internal control matters

Stuart Carlton
Corporate Director – Children and Young People’s Services

CYPS Directorate

Risk Register: **month 6 (March 2019) – summary**
 Next Review Due: **September 2019**
 Report Date: **14th March 2019 (pw)**

Appendix B

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
- new -	24/259 - SEND High Need Budget	Risk of further increased pressure on the budget given the current legislative framework, increased demand for specialist provision up to age 25 and budget reduction pressure resulting in negative impact on DSG, poor service performance and criticism.	CD CYPS	CYPS AD Incl	H	M	H	H	M	1	14	30/09/2018	H	M	M	H	M	1	Y	CYPS AD Incl
	24/211 - Schools Organisation and Capital Funding for places	Failure to assess and manage the combined effects of changes in the national school policy and capital funding for places framework, demographics (both rising and falling as a result of housing market changes) and national and local political circumstances, resulting in a fragmentation of the network of services for children, growing numbers of unsustainable and/or failing schools, insufficient school places, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.	CD CYPS	CSD AD SR (HE) CYPS AD E&S	H	M	M	H	H	1	11	31/07/2019	M	M	M	H	H	2	Y	CYPS AD E&S
	24/221 - Partnership and Integration with Health	Failure to develop and implement new models of care that will provide better outcomes for children and young people and local communities. This failure would have a negative impact on the development of integrated services, give rise to increased costs to CYPS and cause the loss of opportunities that joint provision may offer.	CD CYPS	All CYPLT members	M	H	H	H	M	2	9	31/12/2018	L	H	H	H	M	3	Y	CD CYPS
	24/27 - Looked After Children	Failure to ensure that looked after children arrangements provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases, unaccompanied asylum seeker children and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited; failure to do so results in poorer outcomes for young people, the need for high cost interventions/placements and reputational damage	CD CYPS	CYPS AD C&F	M	M	H	M	H	2	8	31/05/2019	L	M	H	M	H	3	Y	CYPS AD C&F
	24/213 - Cultural Change and Beyond 2020	Failure to maintain a strong culture, processes and supporting capacity within CYPS to deliver Beyond 2020, savings targets and address national funding and policy changes, resulting in lack of the right capacity at right time, demand pressures, bottlenecks, inability to plan and overspending.	CD CYPS	CSD AD SR (HE)	M	M	H	H	H	2	6	31/08/2019	L	M	M	H	M	3	Y	CYPS LT

CYPS Directorate

Risk Register: **month 6 (March 2019) – summary**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	24/249 - Educational Outcomes	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.	CD CYPS	CYPS AD E&S	M	M	M	L	H	2	8	31/08/2019	L	M	M	L	H	3	Y	CD CYPS
▶▶	24/178 - Information Governance and Health and Safety	Failure to ensure that good and safe governance arrangements in respect of data security and health and safety are in place throughout the Directorate resulting in potential Corporate Manslaughter, increased cost/claims, fines/prosecution, criticism and damage to the Council's reputation.	Chief Exec	CD CYPS	M	M	H	M	H	2	17	25/05/2019	L	M	M	M	H	3	Y	CD CYPS
▶▶	24/250 - Safeguarding Arrangements	Failure to have a robust approach to Safeguarding is in place results in risk to vulnerable children and families and not protecting them from harm.	CD CYPS	CYPS AD C&F	L	H	H	M	H	3	6	31/08/2019	L	H	H	M	H	3	Y	CD CYPS
▶▶	24/15 - Inspection Outcomes	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding including joint area integration inspections, schools and settings, children's centres, adult learning, SEND/school improvement services, adoption and fostering, children in care and children's homes resulting in reputational damage, or centrally imposed interventions, disruption of children's care and/or education, requirement for additional resources	CD CYPS	CYPS CYPLT	L	M	L	H	H	3	23	31/03/2019	L	M	L	H	H	3	Y	CD CYPS

Key	
▲	Risk Ranking has worsened since last review.
▼	Risk Ranking has improved since last review
◀▶	Risk Ranking is same as last review
- new -	New or significantly altered risk

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**
 Next Review Due: **September 2019**
 Report Date: **14th March 2019 (pw)**

Appendix A

Phase 1 - Identification											
Risk Number	24/259	Risk Title	24/259 - SEND High Need Budget				Risk Owner	CD CYPS	Manager	CYPS AD Incl	
Description	Risk of further increased pressure on the budget given the current legislative framework, increased demand for specialist provision up to age 25 and budget reduction pressure resulting in negative impact on DSG, poor service performance and criticism.					Risk Group	Performance	Risk Type	Incl 21/254		
Phase 2 - Current Assessment											
Current Control Measures			Experienced team and leaders; awareness of Schools Forum; robust data available; management of out-of-authority placements spend; implementing Personal Learning Pathways; Schools Forum approved funding framework; FE network; central contracting and commissioning service; local transition groups in place; budget reviewed incl. roles and responsibilities; revised Resource Allocation System weightings;								
Probability	H	Objectives	M	Financial	H	Services	H	Reputation	M	Category	I
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	21/443 - Continue to ensure the Schools Forum is aware of the funding risks and challenges it faces						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/444 - Continue to work towards early identification of children with SEN and provision of timely support and services (included those that are jointly commissioned) to meet that need; thereby reducing the requirement for more costly interventions later. Early identification / intervention focus of the Strategic Plan						CYPS Incl HoIE	Wed-31-Jul-19			
Reduction	21/448 - Continue to build local capacity to cope with need - Undertake the work needed to reshape SEND provision in North Yorkshire so that it is fit for purpose and addresses the gaps in provision, underpinned by the strategic plan						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/452 - Reduced the funding delegation which can be authorised by officers to ensure more scrutiny of agreements. All panels to be reviewed relating to decisions on provision						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/455 - Implement the urgent actions from the Strategic Plan and those extra actions identified outside of the plan (eg. profile raising with schools and settings, buffering the spend across the year, reprofiling PRS and EMS); plan approved and started implementation incl some savings in PRS / AP model post 16 / post 19 moving from the CAN-DO RAS to a banded approach						CYPS AD Incl	Sun-30-Sep-18	Sun-30-Sep-18		
Reduction	21/456 - Issue the Strategic Plan for SEND Education Provision and seek to promote the narrative to all stakeholders Executive agreement September 2018						CYPS AD Incl	Sun-30-Sep-18	Sun-30-Sep-18		
Reduction	21/457 - Continue to work on Preparing for Adulthood including greater use of personalisation, direct payments and working with Health and Adult Services; ongoing Phase II work through Transitions Project Board						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/460 - Work to maintain contributions from HAS and Health on a case by case basis as part of the new transitions process						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/484 - Continue to embed the use of the funding template to better understand and challenge the costs of out of county placements; ongoing work with support from procurement to challenge on a place by place basis						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/518 - Modelling the use of top up funding for children with SEN support to reduce the need to request a statutory assessment; deemed successful and now being rolled out						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/519 - Continue to work with partners to build choice at post 16 and post 19						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/528 - Gain approval for the transfer of part of the DSG to the High Needs Block for 2019/20; approval from schools block for 0.5% transfer; budget awaited from Central Govt for final 1% aspect						CYPS AD Incl	Sun-31-Mar-19			

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Reduction	21/536 - Review consistency of ARO function in terms of discussing placements with families including sourcing more flexible arrangements	CYPS AD Incl	Wed-31-Jul-19								
Reduction	21/990 - Continue active engagement at a regional and national level into the SEN funding changes and their impact; incl Autumn regional conference with MPs and DfE	CYPS AD Incl	Wed-31-Jul-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	H	Objectives	M	Financial	M	Services	H	Reputation	M	Category	1
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	21/212 - Redirection of resources from areas that have achieved savings										CYPS AD Incl

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/211	Risk Title	24/211 - Schools Organisation and Capital Funding for places				Risk Owner	CD CYPS		Manager	CSD AD SR (HE) CYPS AD E&S
Description	Failure to assess and manage the combined effects of changes in the national school policy and capital funding for places framework, demographics (both rising and falling as a result of housing market changes) and national and local political circumstances, resulting in a fragmentation of the network of services for children, growing numbers of unsustainable and/or failing schools, insufficient school places, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.					Risk Group	Strategic		Risk Type	Corp 20/205	
Phase 2 - Current Assessment											
Current Control Measures			Consistent monitoring of forecast numbers. Links with District Councils and developers over major housing developments (including ISDG work). Cross-directorate "Strategic Priority Schools" approach. Work with the Education Partnership, Keep up to date with current publications, email, etc. Reg review of DfE and other critical websites. Liaison with other LAs. Early assessment of resource implications on new development. Advocacy of NYCC case for funding, new procedures for grant & award acceptance, involvement in appropriate national conferences, participation in DfE priorities when possible, collaboration guidance and toolkit, review of planning areas to explore the level of need; framework for prioritisation of school organisation issues, briefings provided for elected Members and NY Education Partnership; involvement with White Paper strategic board; liaison with Education Funding Agency (EFA), DfE and Regional Schools Commissioner (RSC)								
Probability	H	Objectives	M	Financial	M	Services	H	Reputation	H	Category	I
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/209 - Continue to work with and use effective lobbying channels to achieve a fairer funding outcome for North Yorkshire on both revenue and capital eg Educational Building and Development Officers Group (EBDOG)						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/575 - Implement an approach to support, challenge and, if necessary, intervene in school organisation to ensure that schools are financially sustainable in the medium-term.						CSD AD SR (HE)	Tue-31-Mar-20			
Reduction	24/1151 - Develop arrangements to support the process of academisation, where it has been started, to ensure smooth transfer of schools.						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/1152 - Assess implications for the market of changes to early years funding						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/1204 - Continue to encourage, support and build capacity to enable schools to work collaboratively to seek to ensure continued viability and financial sustainability						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19			
Reduction	27/318 - Work with Schools Planning where increasing the physical capacity is required to meet the need for increased childcare provision						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19			
Reduction	28/454 - Ensure consistent approach corporately to infrastructure funding, including CIL						CYPS AD E&S	Sat-31-Aug-19			
Reduction	28/1428 - Continual review of the estate including maintenance requirement (ongoing) including developing proposals around the Special School and PRS estate						CSD AD SR (HE) CYPS AD Incl	Sat-31-Aug-19			
Reduction	28/1432 - Exploit alternative sources of funding for the delivery of new school spaces and encourage free school applications where appropriate; monitor developments post 'wave 13'						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19			

CYPs Directorate

Risk Register: **month 6 (March 2019) – detailed**
 Next Review Due: **September 2019**
 Report Date: **14th March 2019 (pw)**

Reduction	28/1444 - Develop constructive relationships with the Regional Schools Commissioner and receive their practical support				CYPs AD E&S	Sat-31-Aug-19					
Reduction	28/1445 - Work with the Property team to mitigate risks to deliver the 201/18 and 2018/19 capital plans to ensure school place sufficiency and no depreciation of the estate				CYPs AD E&S	Sat-31-Aug-19					
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	M	Services	H	Reputation	H	Category	2
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	28/300 - Fundamental review of school organisation, increased intervention in schools, increased withdrawal of financial delegation, imposition of Interim Executive Boards to replace Governing Bodies,										CYPs AD E&S

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/221	Risk Title	24/221 - Partnership and Integration with Health				Risk Owner	CD CYPS	Manager	All CYPLT members	
Description	Failure to develop and implement new models of care that will provide better outcomes for children and young people and local communities. This failure would have a negative impact on the development of integrated services, give rise to increased costs to CYPS and cause the loss of opportunities that joint provision may offer.					Risk Group	Partnerships	Risk Type	Corp 20/47		
Phase 2 - Current Assessment											
Current Control Measures			H&W Board; Children's Trust Board; Public Health team; CYPLT; Dir of partnership Commissioning; joint post of Commissioning Manager; joint post of Public Health analyst; CYPS Plan; Health and Well-being Strategy refreshed with children's health as a priority and aligned with the CYPS Plan; JSNA; CYPLT fully briefed and up to date with the changing commissioning landscape and the different roles involved; appropriate engagement secured with CCGs' leads for children for commissioning affecting children and young people and their families; services commissioned for 0-5 and 5 - 19 Healthy Child Programme to ensure close alignment with Preventative Services; children's health performance reviewed at the Children's Trust Board to monitor the impact of changes on children's health outcomes in North Yorkshire; Work with Public Health to embed PH outcomes into the work of CYPS; specifications for 0-5 healthy child service in place; 'Future in Mind' strategy reflects the needs of Children and Young People in N Yorkshire; tender process for future contracts; analyses of children's health in N Yorkshire, raising awareness and seeking actions from partner agencies to mitigate risks around children's physical and mental health and to inform commissioning decisions; future of Commissioning and Provider Programme for the Healthy Child Programme 2020 agreed;								
Probability	M	Objectives	H	Financial	H	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	21/114 - Continuously improve partnership with CYP & Families, Health Commissioners and SEMH providers through SEMH steering group and SEMH implementation plan					CYPS Incl HoIE	Wed-31-Jul-19				
Reduction	24/415 - Ensure Healthy Child team and Prevention team collaborate effectively to deliver improved outcomes of Children, Young People and Families (ongoing)					CYPS C&F HoEP (PiP)	Mon-30-Sep-19				
Reduction	24/416 - Work with the commissioned provider to ensure Mental Health services are effective (ongoing)					CYPS C&F HoCP	Wed-31-Jul-19				
Reduction	24/432 - Continue to investigate opportunities for joint commissioning between Health and the Local Authority in terms of meeting the needs of children with SEND					CYPS AD Incl	Wed-31-Jul-19				
Reduction	24/568 - Agree the future of Commissioning and Provider Programme for the Healthy Child Programme 2020					CYPS Comm Mgr Health	Mon-31-Dec-18	Mon-31-Dec-18			
Reduction	24/602 - Carry out procurement exercise to commission a Health Opportunities Group to partner and deliver the Healthy Child Programme 2020					CYPS Comm Mgr Health	Tue-31-Dec-19				
Reduction	24/1153 - Continue to contribute to the delivery of the workplan for the Health and Well-being Board in relation to children's health priorities and ensure strategic decision making in Health is influenced through alignment with the JSNA and the Children and Young People's Plan (ongoing)					CD CYPS	Mon-30-Sep-19				
Reduction	24/1182 - Revise the arrangements for funding contributions between Health and the Local Authority for high cost placements					CSD AD SR (HE)	Sat-31-Aug-19				
Reduction	28/439 - Continue with regular contract monitoring and quality assurance meetings with providers including annual formal on site commissioning visits					CYPS Comm Mgr Health	Wed-31-Jul-19				

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**
 Next Review Due: **September 2019**
 Report Date: **14th March 2019 (pw)**

Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	H	Reputation	M	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	24/561 - Escalation to CMB and Executive Members, further engagement with senior tiers in NHS locally, regionally and nationally.									CD CYPS	

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/27	Risk Title	24/27 - Looked After Children				Risk Owner	CD CYPS	Manager	CYPS AD C&F	
Description	Failure to ensure that looked after children arrangements provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases, unaccompanied asylum seeker children and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited; failure to do so results in poorer outcomes for young people, the need for high cost interventions/placements and reputational damage					Risk Group	Performance	Risk Type	C&F 22/181		
Phase 2 - Current Assessment											
Current Control Measures			Placement, permanence and complex decision making forum; monitoring of external placements; Young people's accom strategy; Financial scrutiny; enhanced CYPLT scrutiny; monitoring of permanency planning; maximise use of adoption and SGO; foster carer recruitment campaign; independent identification of foster carer training needs; support from Outreach service considered; CYPS 2020 Programme; commissioning strategy; F&F policy embedded; effective budget monitoring; Permanence Strategy; Adoption and Fostering Strategy; exceptional placement panel chaired by Dir; pooled budget; national innovation programme No Wrong Door; complex needs pathway; short breaks guidance; unaccompanied asylum seekers pathway reviewed; commissioning and contract teams processes reviewed; pathways for step down from tier 4 developed; clinicians in prevention, social work, LAC and leaving care teams; new assessment tool for foster carers piloted								
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/271 - Continue to increase the number of foster carers recruited including the required number of Advanced foster carers						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/272 - Carry out further work to ensure that WD arrangements preserve the quality of foster carer training						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/274 - Effectively monitor and seek to strengthen the challenge to drift in children and young people's care plans						CYPS C&F HoLAC CYPS C&F HoS	Sat-31-Aug-19			
Reduction	22/478 - Continue work around accommodation for young people leaving custody						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/502 - Review the pathway for unaccompanied asylum seekers, including the commissioned service for interpreters; review complete and recommendations put forward including a corporate approach to commissioning of interpreters. Maximise the Home Office funding for UASC (unaccompanied asylum seekers)						CSD AD SR (HE) CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/534 - Review all LAC Cases with new lens to consider discharge options via the Discharge Review Forum						CYPS C&F HoLAC	Fri-31-May-19			
Reduction	22/1092 - Continue to explore and embed alternative models in relation to those not receiving 25 hours of education						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/1093 - Work with YJS to review the partnership decision making arrangements to reduce the likelihood of high cost secure and remand cases						CYPS C&F HoCP CYPS C&F HoLAC CYPS C&F HoS	Sat-31-Aug-19			

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	H	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	24/245 - Review to strengthen commissioning strategy, system controls									CYPS AD C&F	

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/213	Risk Title	24/213 - Cultural Change and Beyond 2020				Risk Owner	CD CYPS	Manager	CSD AD SR (HE)	
Description	Failure to maintain a strong culture, processes and supporting capacity within CYPS to deliver Beyond 2020, savings targets and address national funding and policy changes, resulting in lack of the right capacity at right time, demand pressures, bottlenecks, inability to plan and overspending.					Risk Group	Financial	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			Strong platform for WF development including culture around innovation and change; leadership capacity and experience in place; strength in operational workforce in place; ability to address further challenges relating to changes in policy; authority well engaged and connected to national agenda and therefore better placed to be proactive in positive planning; previous experience of successful delivery of financial challenges faced; strong collaborative working with colleagues such as Finance, Performance and HR; monitoring of the overall CYPS & Organisational OD requirements via Programme managers & NY2020 Operational Group; direct involvement of ADs with 2020 work strands; detailed financial planning; cost budget monitoring based on risk assessment of all service areas; collective responsibility for budget; review of Directorate resources carried out; training of budget managers and support staff; guidance materials; maximum use of technology enhanced procurement profile; data system review; forward procurement plan regularly reviewed; Business Partner approach adopted to ensure service decisions include al full assessment of financial implications;								
Probability	M	Objectives	M	Financial	H	Services	H	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/312 - Maintain leadership of programme and project activity and ensure regular monitoring and report to CYPLT of progress on all 2020 North Yorkshire and Beyond 2020 programmes; ensure scheduled quarterly reviews of Directorate resource requirements to support programme takes place; ensure link to planning of workforce capacity to meet the changing context (ongoing)						CSD AD SR (HE) CYPS Prog Board	Mon-30-Sep-19			
Reduction	24/414 - Deliver the OD 2020 cross cutting theme across the directorate and ensure managers have the right skills, attitude and technology for the new way of delivering services (ongoing)						CYPS HoHR	Mon-30-Sep-19			
Reduction	24/1000 - Retain focus on individual high risk areas of concern for monitoring processes and systems including assessment of staff involvement (ongoing)						CSD AD SR (HE) CSD SR HoFP	Mon-30-Sep-19			
Reduction	24/1146 - Ensure strong continued budget management by staff at all levels within the Directorate and where necessary, enhance arrangements.						CSD AD SR (HE)	Mon-30-Sep-19			
Reduction	24/1187 - Monitor the potential financial impact of proposed changes to Early Years, Schools and Local Authorities funding methodologies and advise Management Board and Executive as appropriate of any potential impact on the Council's 2020 savings profile						CD CYPS CSD AD SR (HE)	Mon-30-Sep-19			
Reduction	24/1189 - Continue to engage fully with the 2020 Stronger Communities and Customer Themes to ensure greatest alignment with service and wider Council needs; continue to ensure CYPS strategic link to Customer Theme is well established through SLT representative Programme Managers						CSD SR T&C SPM (2020) CYPS AD Incl	Mon-30-Sep-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	H	Reputation	M	Category	3

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 5 - Fallback Plan		Action Manager
Fallback Plan	24/246 - Re-prioritise CYPS Spending plans and strategic approaches	CYPS LT

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/249	Risk Title	24/249 - Educational Outcomes					Risk Owner	CD CYPS	Manager	CYPS AD E&S
Description	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.						Risk Group	Performance	Risk Type	E&S 27/19	
Phase 2 - Current Assessment											
Current Control Measures			Cross-directorate "Strategic Priority Schools" approach; work with Schools Forum; detailed analysis of data; joint annual performance review and target settings with schools; effective targeted intervention; 'Raiding achievement of vulnerable learners strategy'; School Improvement strategy including monitoring groups for vulnerable children; Achievement for Unlocked Programme; alternative models of school leadership including mergers and federations promoted; the North Yorkshire Learning Trust to be established; skills strategy and assessment of needs developed in preparation for area review;								
Probability	M	Objectives	M	Financial	M	Services	L	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/353 - Ensure leadership including governance and release of commissioning capacity in the context of the Improvement Partnerships within the context of the shift to Sector Led Improvement; new School Improvement Strategy out for consultation in Autumn term						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/428 - Ensure effective implementation of the local 'Raising achievement of vulnerable learners' innovation programme and monitoring of the impact of the projects funded through this programme, given the reduction in funding in this area – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/430 - Continue to implement plans to further improve Children in Care educational outcomes particularly with the focus on progress – ongoing						CYPS Ho ELAC	Sat-31-Aug-19			
Reduction	24/498 - Continue the relevant strategies around outcome for the post 16 Area Review – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/1185 - Continue to develop and implement the approach to the 'Scarborough Opportunity Area' which builds on the 'Scarborough Pledge' and collaboratively challenges underachievement – ongoing						CD CYPS	Sat-31-Aug-19			
Reduction	27/401 - Working together under the North Yorkshire Learning Trust and the LEP umbrella to establish stronger links with colleges, businesses and employers – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	27/1372 - Continue the evaluation of the school improvement service to ensure it remains fit for need; paper to CYPLT in September 2018 with work to follow						CYPS AD E&S	Sat-31-Aug-19			
Reduction	27/1390 - Work with colleagues across CYPS and key stakeholders to ensure that there is a strategic approach to school readiness and development of approaches that deliver significant impact						CYPS AD E&S	Sat-31-Aug-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	L	Reputation	H	Category	3

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 5 - Fallback Plan		Action Manager
Fallback Plan	24/560 - Continually review via internal mechanisms and the new NY Education Partnership and challenge Programmes and Strategies in order to ensure better educational outcomes	CD CYPS

CYPs Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/178	Risk Title	24/178 - Information Governance and Health and Safety					Risk Owner	Chief Exec	Manager	CD CYPs
Description	Failure to ensure that good and safe governance arrangements in respect of data security and health and safety are in place throughout the Directorate resulting in potential Corporate Manslaughter, increased cost/claims, fines/prosecution, criticism and damage to the Council's reputation.						Risk Group	Legislative	Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			<p>Info Gov: Issues, concerns, major breaches discussed at CYPs Leadership Team; periodic information governance updates circulated by CYPs DIGC to all Service Groups; ad hoc security sweeps carried out by Business Support colleagues in corporate buildings; pro forma circulated to managers to enable them to complete their own security sweeps; Assistant Directors raising profile at SMT meetings; review of hard copy communications undertaken, double checking process for outgoing sensitive mail, issues shared on CYPs Risk Management forum pages and move to secure electronic communications where possible; Strategic Support data governance team; DPIAs in place; CYPs privacy notice completed and published;</p> <p>H&S: Policy docs; Training; Personnel initiatives; Monitoring systems (inc curriculum); guidance documents; financial investment (e.g. asbestos fund); designated staff; traded service with schools; Conditions survey; Educational visits database; H&S advice at briefing stage; tech fire audits; legionella monitoring; Radon monitoring and mitigation; glazing filming; HANDS newsletter; health and safety inspections of live construction sites; directorate and schools RM action plans; monthly meeting between AD and H&S manager; all strat planning staff trained in construction site safety; CYPs H&S manual issued; schools emergency response guide reissued 2016; Directorate level risk management action plan; thorough reporting and investigation of accidents and incidents; 'incident news' newsletter; revised asbestos guidance High Risk areas: Performance management systems; risk reduction procedures in conjunction with HANDS; designated staff; guidance and training for those staff; continuing work with Outdoor Learning Service on Health and Safety; OL centres independent Bi-annual inspection and accreditation by AALA and LOTC Gold standard; use of external consultants; single head of Outdoor Learning Service; safeguarding advice provided to schools; review of planning and accountability in OLS carried out; half termly visits to both OL centres; unannounced visits for outdoor learning activities; themed audits of high risk areas</p>								
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/359 - Work closely with the new Data Governance team in Strategic Support						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/474 - Review and update the information asset registers in line with policy guidelines						CYPs CYPLT	Sat-25-May-19			
Reduction	24/476 - Implement new and / or revised information governance actions agreed at Corp Info Gov Group as appropriate for the Directorate (ongoing)						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/500 - Continue work on converting paper based communications to electronic communications						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/560 - Continue to complete Data Protection Impact Assessments (DPIA) for any changes to processes or implementation of new systems. (ongoing)						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/561 - Complete Information Sharing Agreements when sharing data externally						CYPs CYPLT	Sat-25-May-19			

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Reduction	24/562 - New starters complete mandatory data protection training as part of induction process and all staff complete updated training when required (ongoing)	CYPS CYPLT	Mon-30-Sep-19								
Reduction	24/563 - Ensure processing of personal data has a legitimate lawful basis and this is reflected in the service privacy notice	CYPS CYPLT	Sat-25-May-19								
Reduction	24/1150 - Continue to report breaches immediately, investigate all information breaches thoroughly and take action against individuals as appropriate.	CYPS CYPLT	Mon-30-Sep-19								
Reduction	27/74 - Continue to work with schools on safeguarding including security of sites, providing advice (on outer / inner perimeter fencing, door locks etc) to ensure proportionate risk assessed solutions are implemented	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/314 - Carry out "no notice" safeguarding inspections and general safeguarding reviews of schools where a concern has been raised	CYPS E&S LAVL	Sat-31-Aug-19								
Reduction	27/564 - Carry out monitoring visits to locations used for outdoor activities/school trips, both LA and private sector, to assess suitability for school visits	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/565 - Assess arrangements in Children's Social Care for supervising children and young people and produce plans for known areas of concern	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/566 - Work with road safety, schools and settings to ensure appropriate traffic management on school and setting sites and road safety awareness raising particularly around buses	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/567 - Agree and then work through the new, three year Directorate H&S Action Plan, with six monthly monitoring by CYPLT	CYPS AD E&S CYPS CYPLT	Sat-31-Aug-19								
Reduction	27/1397 - Awareness raising of outdoor visits risks with Headteachers and Governors using the Health and Safety Newsletter to highlight examples of incidents	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1427 - Work with H&SRM to ensure all necessary risk arrangements are completed and up to date	CYPS AD E&S	Sat-31-Aug-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	24/527 - Info Gov: More rigorous intensive information governance training for staff & following ICO procedures. H&S: Review processes and procedures and potentially stop risk taking activities									Action Manager	CD CYPS

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/250	Risk Title	24/250 - Safeguarding Arrangements				Risk Owner	CD CYPS		Manager	CYPS AD C&F
Description	Failure to have a robust approach to Safeguarding is in place results in risk to vulnerable children and families and not protecting them from harm.					Risk Group	Safeguarding		Risk Type	C&F 22/252	
Phase 2 - Current Assessment											
Current Control Measures			LSCB Safeguarding website; regularly reviewed procedures; practice standards issued to teams to support consistent practice; monthly performance data which is monitored regularly to seek assurance over key performance headlines; case file audit process; manager authorisation of all assessments; ICS; newly formed integrated family support service; training strategy; clear supervision process which is audited on a regular basis; strengthened Multi agency screening team (MAST); OFSTED 'outstanding' categorisation; delivery and implementation of the VEMT approach with the LSCB; working with colleagues and the CCG lead to ensure appropriate resources available for complex young people; Mgt file audit of case files against established assessment standards and staff supervision files; monitoring and management of performance against agreed targets in the SMT action plan								
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/407 - Continuation of 'Practice Weeks' where managers will visit locations to observe and review practice						CYPS C&F SMT	Sat-31-Aug-19			
Reduction	22/1079 - Use and further development of performance dashboards to support individual managers						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/431 - Ensure compliance with Safeguarding Board and Children and Families' procedures						CYPS AD C&F	Sat-31-Aug-19			
Reduction	24/433 - Continue the work with the MAST to strengthen responses to children and young people who are vulnerable to CSE by improved intelligence and information sharing arrangements						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/434 - Ensure where there is a concern that a young person is being exploited that the CSE risk assessment tool is always completed						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/1162 - Continue to feed into review of EDT arrangements (adult lead) as required						CYPS AD C&F	Sat-31-Aug-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	24/252 - Carry out necessary review of approach, target underperforming areas and take on lessons learned from any serious case reviews								CD CYPS		

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Phase 1 - Identification											
Risk Number	24/15	Risk Title	24/15 - Inspection Outcomes				Risk Owner	CD CYPS		Manager	CYPS CYPLT
Description	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding including joint area integration inspections, schools and settings, children's centres, adult learning, SEND/school improvement services, adoption and fostering, children in care and children's homes resulting in reputational damage, or centrally imposed interventions, disruption of children's care and/or education, requirement for additional resources					Risk Group	Performance		Risk Type	E&S 27/13	
Phase 2 - Current Assessment											
Current Control Measures			Systematic monitoring; regular termly monitoring in Schools and Settings; intervention in inverse proportion to success; use of a repertoire of interventions including local and national leaders in education and TSAs as appropriate; Service Planning focussing on improvement; monitor/evaluate current support; timely use of statutory powers; early identification and rigorous response to schools causing concern; "Annual conversations" with Children's Centres; regular monitoring of data; programme of self-evaluation; Ofsted prep SMT sub group; proactive approach to improvement; CD CYPS oversees inspection readiness; partnership inspection reference group established; improved knowledge/awareness of inspection frameworks; post Ofsted inspection plans implemented as appropriate; self assessment for safeguarding and children in care and for school improvement; framework for prioritisation of school organisation issues, briefings provided for elected Members and NY Education Partnership; post Ofsted inspection plans implemented; comprehensive C&F performance dashboards developed;								
Probability	L	Objectives	M	Financial	L	Services	H	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/1051 - Continual review of policies and procedures and update as required to ensure new guidance and procedures are embedded						CYPS LT	Mon-30-Sep-19			
Reduction	22/1052 - Ensure consultation with and participation of service users to inform service delivery and design						CYPS AD Incl	Mon-30-Sep-19			
Reduction	24/358 - Continue to discuss and carry out training and awareness raising around the gravity of inspections, for colleagues who support CYPS on matters such as Procurement (ongoing)						CYPS HoHR	Sun-30-Jun-19			
Reduction	24/497 - Ensure areas of development following SEND inspection are embedded in the updated SEND strategy which will be monitored by the SEND strategy group (ongoing)						CYPS AD Incl	Mon-30-Sep-19			
Reduction	24/524 - Continue to review inspection prep related performance as part of the Q report to CYPLT (ongoing)						CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/525 - Continue to review the summary of statutory returns and performance as part of the Q report to CYPLT (ongoing)						CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/526 - Continue to maximise the benefit of performance benchmarking against the sector and internally (ongoing)						CSD HoS&P CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/527 - Continue 'Self Evaluation' reporting on a quarterly basis including the development of BEST (ongoing)						CSD HoS&P	Mon-30-Sep-19			
Reduction	24/570 - Maintain a detailed self-evaluation for C&F which will be updated at least twice per quarter						CYPS AD C&F	Sat-31-Aug-19			

CYPS Directorate

Risk Register: **month 6 (March 2019) – detailed**

Next Review Due: **September 2019**

Report Date: **14th March 2019 (pw)**

Reduction	24/571 - Maintain a robust Quality Learning approach to audit for C&F	CYPS AD C&F	Sun-30-Jun-19								
Reduction	24/572 - C&F S M T to conduct Practice Weeks biannually	CYPS AD C&F	Sat-31-Aug-19								
Reduction	24/573 - Develop comprehensive C&F Dashboards to monitor performance	CYPS AD C&F	Sun-31-Mar-19	Thu-28-Feb-19							
Reduction	24/574 - Conduct an annual appraisal of the C&F service to inform future audit including the assembly of a thematic audit group to pick up on C&F trends and issues	CYPS AD C&F	Sat-31-Aug-19								
Reduction	24/1149 - Continue to progress and improve C&F Dashboards to monitor performance (ongoing)	CYPS AD C&F	Mon-30-Sep-19								
Reduction	24/1179 - Ensure pre inspection readiness by continual monitoring of performance and identifying areas for further improvement by assessing their impact (ongoing)	CYPS AD C&F CYPS AD Incl	Mon-30-Sep-19								
Reduction	24/1204 - Continue to encourage, support and build capacity to enable schools to work collaboratively to seek to ensure continued viability and financial sustainability	CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/226 - Ensure continuation of effective delivery of service to schools and settings whilst the local and national picture of provision of school improvement services is changing (ongoing)	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/392 - More rigorous risk assessment leading to earlier intervention and support, including early use of statutory powers; the school improvement strategy is out for consultation including an improved approach to prioritisation of school risk	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/569 - Working with colleagues across CYPS and targeted schools to reduce the percentage of children who are excluded from education	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1401 - Ensure accurate school and setting self-evaluation and effective school development plans (on-going)	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1402 - Continue to work with a range of external partners, (DfE, RSC and Ofsted) to understand their concerns and have shared dialogue within a changing context	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1405 - Commission external support and/or develop leadership capacity as required eg TSAs, Academies and NLEs	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1408 - Continue firmer and clearer use of MoUs particularly when schools are being sponsored to become academies as a result of being in special measures / having serious weaknesses	CYPS AD E&S	Sat-31-Aug-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	L	Services	H	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	24/563 - Development of a costed recovery plan addressing Ofsted findings, improving the quality of practice, seeking sector-led support and advice									Action Manager	CD CYPS

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE****21 JUNE 2019****CORPORATE GOVERNANCE****Report of the Corporate Director, Strategic Resources****1.0 PURPOSE OF REPORT**

- 1.1 To note progress and improvements on Corporate Governance related matters.

2.0 BACKGROUND

- 2.1 The CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016 and associated Guidance Notes, set out the standard for local authority governance in the UK. The Framework defines the principles that should underpin the governance of an organisation and provides a structure to assist individual authorities with their approach to governance. Local authorities should review existing governance arrangements against these Principles, develop and maintain an up-to-date Local Code of Corporate Governance, and report publicly on compliance with their own Code on an annual basis, and on how they have monitored the effectiveness of their governance arrangements in the year and on planned changes.
- 2.2 According to the Terms of Reference of the Audit Committee, which have been reviewed and revised, its role in respect of Corporate Governance is:
- (i) to assess the effectiveness of the County Council's Corporate Governance arrangements
 - (ii) to review progress on the implementation of Corporate Governance arrangements throughout the County Council
 - (iii) to approve the Annual Governance Statements for both the County Council and the North Yorkshire Pension Fund
 - (iv) to liaise, as necessary, with the Standards Committee on any matter(s) relating to the Codes of Conduct for both Members and Officers
 - (v) to work with the Standards Committee to promote good ethical standards within the County Council

(vi) to review the arrangements in place for ensuring good governance in the County Council's key partnerships and owned companies.

2.3 In relation to (i), (ii) and (vi) above, reports are submitted at regular intervals during the year as set out in the Programme of Work and item (iii) is considered as part of the report relating to the Statement of Accounts. Issues are addressed by the respective Corporate Director alongside a report on internal audit work relating to that Directorate which is produced by the Head of Internal Audit.

3.0 LOCAL CODE OF CORPORATE GOVERNANCE

3.1 At the last meeting of this Committee it was resolved that the updated Local Code of Corporate Governance be recommended for collective formal approval by the Chief Executive, the Leader of the Council, , the Executive Member for Central Services, the Corporate Director - Strategic Resources and the Assistant Chief Executive (Legal and Democratic Services). The Local Code was approved and as a result the updated Local Code is now available on the County Council website.

4.0 ANNUAL GOVERNANCE STATEMENT 2018/19

4.1 The Annual Governance Statement (AGS) has been updated to reflect the current status of governance and internal control arrangements which continue to be fit for purpose within the County Council. It also provides an assessment of the effectiveness of the Council's governance arrangements in supporting the planned outcomes. However it is recognised that there are some identified areas that require attention to address weaknesses and/or external challenges. Some of the challenges are a feature of the Council facing delivery of a range of statutory services in a climate of ongoing public sector austerity.

4.2 The draft AGS accompanies the Statement of Accounts (SoA) and can be seen in the report shown as Statement of Accounts 2018/19 on this Committee meeting's agenda.

4.3 Although the Guidance mentioned above in paragraph 2.1 has been followed, it has been suggested by the Audit Committee sub group that the present AGS should be more concise. A further review of the Statement will therefore take place over the coming year to address this in 2020.

5.0 DEVELOPMENTS IN 2018/19

- 5.1 Although the responsibility for managing the day to day aspects of the Corporate Governance agenda belong to the Executive and the Management Board, wider Members also have to be actively engaged – the role of this Committee is therefore critical in this regard.
- 5.2 This Committee receives progress reports on a range of specific governance issues such as risk management and partnership governance through the year.
- 5.3 A full review and update of the Local Code of Corporate Governance and the Annual Governance Statement are also carried out, as has already been mentioned in the paragraphs above.
- 5.4 Other notable areas of recent work undertaken as part of the Corporate Governance agenda include the following:-
- ➔ a further and more in depth review of the Procurement Strategy was completed. An additional gateway was also included in the procurement process to strengthen arrangements for Brexit.
 - ➔ the publishing of data over a certain limit was reviewed and revised.
 - ➔ the Policy and Performance Frameworks were better aligned. For example, the Council Plan now lists the relevant key policies under each Ambition.
 - ➔ the Risk Management Policy was reviewed and updated.
 - ➔ a Pulse survey was carried out as a follow up to the staff survey.
 - ➔ the Individual Performance Management system is now in use as part of the appraisal and performance framework.
 - ➔ actions were carried out to ensure further compliance with GDPR (General Data Protection Regulation) and the Data Protection Act.
 - ➔ development and approval of an outline approach to the Beyond 2020 Change Programme was attained.
 - ➔ further legal training sessions to Directorate and Service managers were carried out on topics including decision making.
 - ➔ a sub group has been set up to carry out a further review of the effectiveness of the Audit Committee.

6.0 CORPORATE GOVERNANCE CHECKLIST SUMMARY OF IMPROVEMENTS

- 6.1 The Corporate Governance Checklist is a self-assessment checklist and is in line with the 7 principles defined in the Local Code of Corporate Governance. The requirements of the document CIPFA Statement of the Role of the Chief Financial Officer in Local Government are also incorporated within the Checklist.
- 6.2 The Checklist is effectively a “live” document to monitor and review the overall Corporate Governance process within the County Council. Although a copy of the latest “version” is available to Members, a Summary is attached as **Appendix A** for ease of reference. This Summary shows:
- ➔ a sample of the improvements made in corporate governance between April 2018 and March 2019 in the left hand column.
 - ➔ some examples of improvements in corporate governance to be made between April 2019 and March 2020.
- 6.3 Areas of development and / or improvement continue to be identified as a result of the need to comply with new guidance and requirements as they are published.
- 6.4 The Checklist is used by officers in order to provide some assurance that all relevant areas of governance are being adequately addressed and, where relevant, gaps are identified with consequential actions to fill such gaps.

7.0 RECOMMENDATIONS

- 7.1 That Members note progress on Corporate Governance related matters.
- 7.2 That Members note the improvements that have been made, and that are to be made in corporate governance (**Appendix A**)

GARY FIELDING

Corporate Director, Strategic Resources, County Hall, Northallerton

June 2019

Report prepared by Fiona Sowerby, Corporate Risk and Insurance Manager, ext 2400

Background papers: None

CORPORATE GOVERNANCE CHECKLIST

Examples of Improvements made between April 2018 and March 2019

Improvements	Reference	Requirement
	Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
<ul style="list-style-type: none"> • Delivery of a series of face to face legal training sessions to Directorate and Service level managers on topics including decision making (MoB) Mar 2019 	A.1.1	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.
<ul style="list-style-type: none"> • Officer allocated to carry out ongoing work as part of Organisational Development (OD) theme to make access to policies via the intranet easier (JB/PY) Mar 2019 	A.2.1	Seeking to establish, monitor and maintain the organisation's ethical standards and performance
<ul style="list-style-type: none"> • Further and more in depth review of the Procurement Strategy completed and further gateway added to strengthen arrangements for Brexit 	A.2.3	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values
	Principle B	Ensuring openness and comprehensive stakeholder engagement
<ul style="list-style-type: none"> • The Citizens Panel was reviewed, a decision made to keep it as a key engagement tool and use feedback to improve the response rate (NI) Mar 2019 	B.1 and B.3	Openness and Engaging stakeholders effectively, including individual citizens and service users
<ul style="list-style-type: none"> • Completed an internal assessment against the Equalities Framework for Local Government (NI) 	B.1.1	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness
<ul style="list-style-type: none"> • Revision of Executive report template required for inclusion of GDPR related matters eg. Data Impact Assessment In hand as part of work reviewing report templates (BK) Sep 2018 	B.1.2	Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided

Appendix A

Improvements	Reference	Requirement
<ul style="list-style-type: none"> • Arrangements put in place to support the LEP assurance framework (James Farrar/Michael Leah) Mar 2019 	CFO (Principle 1) B.2.2	Review partnership arrangements to ensure that the authority always has access to financial advice in relations to its role in partnership.
<ul style="list-style-type: none"> • Reviewed and revised the publishing of data over a certain spending limit £500 (GF/RL) – Jan 2019 	B.3.2	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement
	Principle C	Defining outcomes in terms of sustainable economic, social, and environmental benefits
<ul style="list-style-type: none"> • Worked on better aligning the policy and performance frameworks. Council Plan lists the relevant key policies under each ambition. (NI) - Mar 2019 	C.1.1	Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions
<ul style="list-style-type: none"> • Risk Management Policy reviewed and updated - Mar 2019 	C.1.4	Identifying and managing risks to the achievement of outcomes
	Principle D	Determining the interventions necessary to optimise the achievement of the intended outcomes
<ul style="list-style-type: none"> • CYPS requirements for creation of real-time performance dashboards was scoped, this is now in the implementation phase via T&C (NI) – Mar 2019 	D.1.1	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.
<ul style="list-style-type: none"> • Carried out Pulse survey follow up to staff survey (JB/PY) Jul 2018 	D.2.2	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
	Principle E	Developing the entity's capacity, including the capability of its leadership and the individuals within it
<ul style="list-style-type: none"> • Launched the use of IPM system into appraisal and performance framework (JB/PY) 	E.2.7	Holding staff to account through regular performance reviews which take account of training or development needs
	Principle F	Managing risks and performance through robust internal control and strong public financial management

Appendix A

Improvements	Reference	Requirement
<ul style="list-style-type: none"> Continued to carry out the actions in action plan required by GDPR and Data Protection Act (GF/MT) Mar 2019 	F.4.1	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data
<ul style="list-style-type: none"> Outline approach to the development of the Beyond 2020 change programme has been approved (GF/RL) Feb 2019 	F.5.1	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance
	Principle G	Implementing good practices in transparency, reporting, and audit to deliver effective accountability
<ul style="list-style-type: none"> Agreed the setting up of a sub group to carry out a further review of the effectiveness of the Audit Committee with reference to the CIPFA checklist following the initial mini review. (GF/MT) (Mar 19) Independent Members appointed to Audit Committee (GF/MT) June 2018 	CFO Principle 3 G.3.2a	Ensure an effective internal audit function is resourced and maintained (Audit Committee review own effectiveness resulting in Improvement Plan)

Examples of Improvements to be made between April 2019 and March 2020

Improvements	Reference	Requirement
	Principle A	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
<ul style="list-style-type: none"> • Further update of Anti Money Laundering policy to incorporate the latest anti money laundering regulations (MT/MB) Mar 2020 (carried forward from 18/19) • Take a fraud update to Corporate Risk Management Group (MT) Nov 2019 • Develop and implement an Officers on line learning and training package on decision making (BK) Mar 2020 (Carried forward from 18/19) • Leader and Chief Executive Roles to be reviewed in line with the updated ethical framework (BK) Mar 2020 (Carried forward from 18/19 to await best practice recommendations from Committee on Standards in Public Life following their recent report) • Further review and implement an electronic Member Register of Interests (BK) Mar 2020 (Carried forward from 18/19 due to technical difficulties) • Revise, refresh and embed Behaviour Framework - work started at Senior Managers Seminar Mar 2019 (JB/PY) Mar 2020 	A.1.1	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.
<ul style="list-style-type: none"> • Development of improved Manager’s intranet dashboard as part of OD theme (JB/PY) July 2019 (carried forward from 18/19) 	A.2.1	Seeking to establish, monitor and maintain the organisation’s ethical standards and performance
<ul style="list-style-type: none"> • Carry out review of Code of Conduct for Planning (BK) Mar 2020 (carried forward from 18/19) 	A.2.3	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values
	Principle B	Ensuring openness and comprehensive stakeholder engagement

Appendix A

Improvements	Reference	Requirement
<ul style="list-style-type: none"> Volunteer Strategy to be agreed and implemented (JB) Mar 2020 	B.1.1	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness
<ul style="list-style-type: none"> Carry out further training for Directors of companies (BK) Mar 2020 (carried forward from 18/19) 	B.2.2	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively
<ul style="list-style-type: none"> Put arrangements in place for new LEP model (James Farrah/Michael Leah) TBA 	CFO (Principle 1) B.2.2	Review partnership arrangements to ensure that the authority always has access to financial advice in relations to its role in partnership.
	Principle C	Defining outcomes in terms of sustainable economic, social, and environmental benefits
<ul style="list-style-type: none"> No Improvements Identified 		
	Principle D	Determining the interventions necessary to optimise the achievement of the intended outcomes
<ul style="list-style-type: none"> Carry out full staff survey (JB/PY) July 2019 	D.2.2	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
	Principle E	Developing the entity's capacity, including the capability of its leadership and the individuals within it
<ul style="list-style-type: none"> Task and Finish Group established to review the Induction Policy (JB/PY) Aug 2019 	E.1.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources
<ul style="list-style-type: none"> Carry out PIR into use of IPM in appraisal and performance framework and seek to further embed (Steve Evans) Aug 2019 	E.2.7	Holding staff to account through regular performance reviews which take account of training or development needs
	Principle F	Managing risks and performance through robust internal control and strong public financial management

Appendix A

Improvements	Reference	Requirement
<ul style="list-style-type: none"> Continue to carry out follow up actions required by GDPR and Data Protection Act (GF/MT) Mar 2020 	F.4.1	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data
<ul style="list-style-type: none"> Further develop the Beyond 2020 Change Programme including an action plan (GF/RL) Jun 2019 	F.5.1	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance
	Principle G	Implementing good practices in transparency, reporting, and audit to deliver effective accountability
<ul style="list-style-type: none"> Audit Committee sub group to carry out a further review of the effectiveness of the Audit Committee with reference to the CIPFA checklist following the initial mini review. (GF/MT) Mar 2020 	CFO Principle 3 G.3.2a	Ensure an effective internal audit function is resourced and maintained (Audit Committee review own effectiveness resulting in Improvement Plan)

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE****21 JUNE 2019****2019/20 INTERNAL AUDIT PLAN****Report of the Head of Internal Audit****1.0 PURPOSE OF THE REPORT**

- 1.1 To seek approval for the planned programme of internal audit work to be undertaken in 2019/20.

2.0 BACKGROUND

- 2.1 In accordance with professional standards¹ and the County Council's Audit Charter, internal audit plans are prepared on the basis of a risk assessment. This is intended to ensure that limited audit resources are prioritised towards those systems and areas which are considered to be the most risky and/or which contribute the most to the achievement of the County Council's corporate priorities and objectives. The plan is required to be approved by this committee as part of its responsibility for overseeing the work of internal audit.

3.0 AUDIT PLAN 2019/20

- 3.1 The Audit Plan for 2019/20 forms part of the overall programme of work to be undertaken by Veritau on behalf of the County Council. The Plan details the proposed audits within each directorate or specialist area. The risk assessment process takes account of the County Council's corporate and directorate risk registers, management priorities (for example known areas of concern), the results of recent audit work and other changes in County Council services and systems. The views of senior management across the County Council were canvassed as part of the planning process. The Committee was also given the opportunity to provide comments on the outline plan at its last meeting on 7 March.
- 3.2 The Plan reflects the County Council's priorities for the coming year together with the financial and other pressures it faces. It includes:

¹ As set out in the Public Sector Internal Audit Standards and specific guidance on the application of those standards for local government, issued by CIPFA.

- systems where the volume and value of transactions processed are significant, or where the possible impact of any system failure is high, making the continued operation of regular controls essential;
- areas of known concern, where a review of risks and controls will add value to operations;
- areas of significant change. This may include providing direct support / challenge to projects, reviewing project management arrangements, or consideration of the impact of those changes on the control environment for example where the reduction in resources may result in fewer controls.

In particular, continued support will be given to individual transformation projects, ongoing data security compliance, health and social care integration, and increased commercial activities.

- 3.3 It is important that audit resources are used effectively and continue to focus on those areas which will add the most value. Continued dialogue and collaboration with management will therefore take place through the year to ensure that any new or emerging risks or changed priorities are identified and reflected in planned work. The Plan should therefore be viewed as a relatively flexible document.
- 3.4 The overall programme of work is attached at **Appendix 1**. Members should note that the programme of work for 2019/20 includes allocations of time for non-audit related activities including counter fraud and information governance. The overall programme total is 2,046 days (2018/19 – 2,056 days). The time allocated to internal audit work is 1,090 days (2018/19 – 1,100 days). The reduction in audit coverage is part of a planned savings programme which will see the overall programme reduce to 1,890 days by 2020/21.

4.0 **RECOMMENDATION**

- 4.1 Members are asked to approve the Internal Audit Plan for 2019/20.

MAX THOMAS
Head of Internal Audit
Veritau Limited
County Hall
Northallerton

3 June 2019

Background Documents: None

Report prepared and presented by Max Thomas, Head of Internal Audit

**NORTH YORKSHIRE COUNTY COUNCIL
INTERNAL AUDIT PLAN 2019/20**

CORPORATE / CROSS CUTTING	<u>Days</u>
Savings Delivery	20
An audit of the effectiveness of savings plans, monitoring, reporting arrangements and achievement of targets. The audit will focus on budget savings identified within CYPS and HAS.	
Information governance (data breaches)	20
An allocation of time to investigate significant data security incidents and/or provide support to other internal investigations.	
Information governance (data security compliance)	30
A programme of unannounced information security compliance audits. The audits will cover a variety of council premises with a focus on those considered to be high risk.	
Payroll / HR	25
An audit of payroll / HR controls and processing. The review will include the payment of annual increments, the changes to the grading system, and the processing of leavers.	
Customer Complaints and Compliments	20
A review of the Council's processes and management of risks in respect of complaints and compliments, with a particular emphasis on HAS (supporting ongoing efficiency and other work by management in the directorate).	
Commercial Investments	15
A review of the Council's arrangements for undertaking due diligence prior to the approval of commercial investments. The audit will also consider whether the arrangements are in line with relevant best practice guidance and the Code of Practice on Treasury Management in the Public Services.	
Assurance Mapping	10
A review of other sources of assurance to ensure that duplication of work is minimised and audit resources are used effectively. This was a specific recommendation from Veritau's external PSIAS assessment in 2018.	

CORPORATE / CROSS CUTTING

Days

IDEA data analytics and data matching

10

Time to undertake data matching and analytics to review large scale data sets to improve data quality and to identify possible data inconsistencies.

150

HEALTH AND ADULT SERVICES	<u>Days</u>
<p>Harrogate Adult Community Services Health and Social Care Integration</p> <p>A review of the effectiveness of the management of key risk areas and systems in respect of the integrated health and social care service model for adults in the Harrogate and Rural locality for 2019 and beyond.</p>	30
<p>Transferring of Care Programme</p> <p>To review the management of risks, processes and controls in respect of the Council's responsibilities towards the Transferring of Care Programme.</p>	20
<p>Safeguarding</p> <p>A review of controls and governance arrangements in place to manage the key risks relating to adult safeguarding.</p>	20
<p>Deprivation of Liberty Safeguards (DoLS)</p> <p>To review management of the key risks, systems and procedures that ensure deprivation of liberty cases are effectively managed. Work will cover current performance, including assessment activity, as well as consider the emerging risks of new DoLS related legislation which is expected in 2020.</p>	25
<p>Continuing Healthcare</p> <p>To review the management of risks, processes and controls in respect of the Council's responsibilities towards the Continuing Healthcare Programme. We will build on our knowledge from the detailed work we completed in 2017.</p>	20
<p>Financial Assessments</p> <p>A review of risks and controls in respect of financial assessments including those that ensure financial assessments are promptly completed.</p>	15
<p>Baseline Assessment of Care Providers</p> <p>The baseline assessment process reviews the contractual risks in respect of care providers. We will consider how information obtained from these reviews is used elsewhere in HAS to help reduce risk and increase awareness and knowledge. We will also review the spreadsheet system used to manage the process.</p>	20

Visits to Care Providers **20**

To provide support and ad-hoc guidance to officers on specific cases involving financial matters. The allocation of time will help provide assurance that appropriate financial controls are in place and operating effectively.

Suspension Process **15**

To review the policies and processes in place for the suspension of care providers.

Hardship process **15**

To review the policies and processes in place for when a care provider submits a request to the Council for hardship.

Public Health **20**

To provide assurance on the management of key risks arising from the provision of Public Health services.

220

BUSINESS AND ENVIRONMENTAL SERVICES	<u>Days</u>
Highways new arrangements	15
A review of the governance arrangements and management of risk in respect of the forthcoming new professional engineering and highways maintenance services contracts (the current arrangements end in 2020 and 2021).	
Highways demobilisation	15
A review of the de-mobilisation arrangements managing the final year/two years of the professional engineering and highways maintenance services contracts.	
Fleet Management	20
A review of the management of risk and effective use of management information in respect on the newly introduced systems and processes for the management of Council vehicles.	
Concessionary Fares	15
A review of the systems and procedures for reimbursing providers for the provision of concessionary bus fares.	
Allerton Waste Recycling Park	20
To provide assurance on the management of key risks in respect of the long term waste contract.	
Countryside Services	15
A review of the policies, systems and prioritisation in respect of countryside services.	
	<hr/> 100 <hr/>

CENTRAL SERVICES	<u>Days</u>
Creditors & Purchase to Pay	25
<p>To support and provide challenge to the introduction of the new P2P processes via membership of the P2P Project Board. This will also include an audit review of the operational P2P process to ensure it is operating effectively.</p>	
Budgetary preparation and management	20
<p>A review of the budget management process, building upon work in previous years, to ensure effective budget management is taking place and savings plans achieved</p>	
Debtors and Debt Management Project	20
<p>A review of the debtors system, including the processes in place to ensure debtors accounts are raised promptly and accurately. This will also include time to provide support and challenge to the Debt Management Project</p>	
Purchasing cards and VAT	15
<p>A review of the use of purchasing cards to ensure the issue of cards is monitored and that card payments are reviewed and reconciled. The audit will also review the recording of VAT on card purchases</p>	
Financial Processes	15
<p>To review the adequacy of controls within automated financial processes including the BACs Bureau and Direct Debits.</p>	
Asset Management	15
<p>To review the extent to which the Council's arrangements reflect best practice in the management of the assets they own.</p>	
	<hr/> 110 <hr/>

CHILDREN AND YOUNG PEOPLE'S SERVICES	<u>Days</u>
<p>Adult Learning</p> <p>The service was inspected by Ofsted in May/June 2017, and the audit will review progress made in implementing actions identified following that inspection.</p>	15
<p>Safeguarding</p> <p>A review of controls and governance arrangements in place to manage the key risks relating to safeguarding.</p>	20
<p>Music Service</p> <p>A review of the processes and controls for paying employees, collecting income and making other payments for the service</p>	15
<p>High Needs</p> <p>The audit will review the evidence and challenge in place to support decision making processes, and how the service responds to information requests from relevant parties</p>	25
<p>Disabled Children's Service</p> <p>A review of management and monitoring procedures in relation to direct payments and local commissioning budgets</p>	20
<p>Developing Stronger Families</p> <p>The Council receives funding from MHCLG as part of the Troubled Families Programme. MHCLG guidance expects internal audit to carry out a 10% check of each funding claim submitted.</p>	10
<p>Schools Financial Value Standard (SFVS)</p> <p>Provision to review the returns made by schools and to undertake any necessary follow up.</p>	12
<p>Schools themed audits</p> <p>Provision for 3 themed audits. Visits will be made to a number of schools to review their practices in each of the chosen areas with the aim of producing good practice guidance. Themed audits will cover procurement, cyber security and business continuity, and governance procedures. There will also be a small additional allowance for visits to individual schools with known issues.</p>	65

CHILDREN AND YOUNG PEOPLE'S SERVICES

Days

Audit support and advice to schools

30

An allocation of time to respond to requests for advice and support from schools.

212

COMPUTER AUDIT

Days

Technology and Change is accredited with ISO 27001. We have a developed an audit programme that will examine compliance in each area of ISO 27001 over a five year period. The audit(s) would also include testing to ensure compliance with the IT elements of the General Data Protection Regulation (GDPR) such as data retention schedules and privacy and protection of personally identifiable information.

65

Provision to provide support and advice on IT audit matters.

5

70

PROCUREMENT AND CONTRACT AUDIT	<u>Days</u>
Support to the development of the Procurement Strategic Action Plan	10
To provide advice, guidance and challenge to the development and implementation of the procurement strategic action plan.	
Specific procurement and contract management based reviews	50
An allocation of time to undertake individual procurement and contract management reviews.	
	<hr/> 60 <hr/>

NORTH YORKSHIRE PENSION FUND

Days

A programme of audits designed to review the management of Pension Fund risks, to be agreed with the Pensions Board.

Provision to provide support and advice on Pension Fund related audit matters.

50

COUNTER FRAUD AND CORRUPTION

Days

An allocation of time to support the provision of counter fraud services, including:

Data Matching

Provision to coordinate data submission, check data validity, assess referrals, and investigate potential frauds in relation to the National Fraud Initiative (NFI) and other local data matching exercises.

Fraud Awareness

Provision to deliver an overall programme of work to raise awareness of fraud issues. Activities include targeted fraud awareness training and organising counter fraud publicity (both internal and external).

Fraud Detection and Investigation

Provision to undertake investigations into suspected fraud, corruption or other wrongdoing. Examples of the types of investigation work that may be undertaken include internal, procurement and social care related fraud.

Other Counter Fraud Related Work

Provision to provide other counter fraud and corruption work including:

- review of council counter fraud arrangements and policies
- the provision of support and advice to directorates in relation to fraud issues
- reporting on outcomes from counter fraud work.

350

INFORMATION GOVERNANCE

Days

An allocation of time to support the provision of Information Governance services, including:

- the co-ordination of responses to Data Protection and Freedom of Information requests
- monitoring compliance with the Council's policy framework and data protection legislation (including undertaking a programme of audits) as Data Protection Officer
- the investigation of serious data security incidents, the coordination of remedial activity and liaison with the Information Commissioner's Office
- the provision of advice and guidance on all related matters (including privacy notices, data protection impact assessments, data sharing agreements and information asset registers).

606

OTHER CHARGEABLE AUDIT WORK	<u>Days</u>
Follow up	30
Provision to follow up previously agreed audit recommendations.	
Corporate governance strategy	2
An allocation of time to support the development of the Council's corporate governance arrangements and the preparation of the Annual Governance Statement. The time allocation includes attendance at meetings of the Corporate Governance Officer Group.	
Audit planning	14
A provision of time for the preparation of the Annual Audit Plan. Corporate Directors and service managers will be consulted as part of the planning process.	
Audit support, advice and liaison	30
Provision to provide ongoing advice and support on the design, implementation and operation of appropriate controls and for the overall management of audit work in each directorate.	
External audit liaison	2
Ongoing liaison with the external auditors to avoid duplication of effort and to maximise the overall benefit of the audit services provided to the County Council.	
Audit Committee	30
A provision of time to prepare and present reports on internal audit and governance related work undertaken during the financial year. The reports will be presented in accordance with the agreed timetable of the Audit Committee. Time is also included to provide training to Members of the Audit Committee as and when required.	
Contingency	10
Provision to undertake additional work in response to:	
<ul style="list-style-type: none"> • specific requests from the Corporate Director – Strategic Resources (the S151 Officer) or other chief officers • new or previously unidentified risks which impact on Audit Plan priorities 	

- significant changes in legislation, systems or service delivery arrangements
- requests from customers to audit specific services, systems or activities usually as a result of weaknesses in controls or processes being identified by management
- urgent or otherwise unplanned work arising from investigations into information breaches or suspected frauds which identify potential control risks.

SUMMARY OF AUDIT DAYS 2016 TO 2020

Audit Area	2019/20	2018/19	2017/18	2016/17
Corporate / Cross cutting	150	200	250	240
Health and Adult Services	220	180	180	215
Business & Environmental Services	100	80	90	85
Central Services	110	130	110	165
Children & Young People's Services	212	212	212	214
Computer Audit	70	70	70	100
Procurement and Contract Audit	60	60	60	85
Pension Fund	50	50	50	50
Counter Fraud & Corruption	350	350	350	300
Information Governance	606	606	606	612
Other Chargeable Audit Work	118	118	112	136
TOTAL DAYS	2046	2056	2090	2202

NORTH YORKSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

21 JUNE 2019

ANNUAL REPORT OF THE HEAD OF INTERNAL AUDIT

1.0 PURPOSE OF THE REPORT

- 1.1 To provide a summary of the internal audit work performed during the year ended 31 March 2019 and to express an opinion on the overall framework of governance, risk management and control in place within the County Council.
- 1.2 To consider the Internal Audit performance outturn for 2018/19 and the 2019/20 performance targets for Veritau.
- 1.3 To inform Members of Veritau's conformance to professional standards and the conclusions arising from the Quality Assurance and Improvement Programme.

2.0 BACKGROUND

- 2.1 The work of internal audit is governed by the Accounts and Audit Regulations 2015, relevant professional standards and the County Council's Internal Audit Charter. The applicable standards for local government are the Public Sector Internal Audit Standards (PSIAS). These comply with the international standards issued by the global Institute of Internal Auditors (IIA). As well as providing a definition of internal auditing, the PSIAS detail the Code of Ethics for internal auditors and provide quality criteria against which performance can be evaluated. The latest version of the standards was published in April 2017. Since the standards were first adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) has also issued further guidance in the form of an application note. The application note includes a checklist to assist internal audit practitioners to review and update working practices.
- 2.2 To comply with the Standards, the Audit Committee approved an Audit Charter which sets out the purpose, authority and responsibility of internal audit. The Audit Charter also defined certain elements of the internal audit framework including the 'board', 'senior management' and the 'chief audit executive', as follows:

'Board' – was defined as the Audit Committee (given its responsibilities in relation to internal audit standards and activities);

'Senior Management' – was defined as the Corporate Director - Strategic Resources in his role as S151 officer. In addition, senior management may also refer to the Management Board or the Chief Executive and/or any other Corporate Director;

'Chief audit executive' – was defined as the Head of Internal Audit (Veritau).

- 2.3 The Internal Audit Charter has been reviewed and no changes are considered necessary at this time.
- 2.4 In accordance with the Standards, the Head of Internal Audit is required to provide an annual internal audit opinion based on an objective assessment of the framework of governance, risk management and control operating within the County Council. The Head of Internal Audit should also contribute to the preparation of the Annual Governance Statement by identifying any significant control issues identified during the course of audit work, and report any material breaches of the County Council's Finance, Contract and Property Procedure Rules to the Audit Committee.
- 2.5 The Head of Internal Audit is also required to develop and maintain an ongoing quality assurance and improvement programme (QAIP). The objective of the QAIP is to ensure that working practices continue to conform to the required professional standards. The results of the QAIP should be reported to senior management and the Audit Committee along with any areas of non-conformance with the Standards. The QAIP consists of various elements, including:
- maintenance of a detailed audit procedures manual and standard operating practices
 - ongoing performance monitoring of internal audit activity
 - regular customer feedback
 - training plans and associated training and development activities
 - periodic self-assessments of internal audit working practices (to evaluate conformance to the Standards).

In addition, a formal external assessment must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation.

- 2.6 The results of customer feedback and the self-assessment are used to identify any areas requiring further development and/or improvement. Any specific changes or improvements are included in the annual Improvement Action Plan. Specific actions may also be included in the Veritau business plan and/or individual personal development action plans.
- 2.7 Audit work was undertaken across all of the County Council's services and activities in accordance with the approved Internal Audit Plan for 2018/19. The findings have been reported to this Committee in accordance with the following cycle:-

June 2018	Children & Young People's Services
October 2018	Computer audit, corporate themes and contracts Business and Environmental Services
December 2018	Health and Adult Services
March 2019	Central Services

3.0 INTERNAL AUDIT WORK COMPLETED IN 2018/19

- 3.1 During 2018/19, Veritau has been responsible for evaluating the adequacy and effectiveness of the County Council's control environment, promoting counter fraud arrangements, and providing advice and making recommendations to management to improve controls and/or to address the poor or inappropriate use of resources. Veritau completed 94.6% of the Internal Audit Plan against an agreed performance target of 93%.
- 3.2 The results of completed audit work have been reported to the relevant service managers, the Corporate Director – Strategic Resources and the Audit Committee. Audit findings relating to 2018/19, which have not yet been reported to this Committee, will be presented in due course as part of the agreed Audit Committee programme of work. On the basis of the follow up work undertaken during the year, satisfactory progress has been made by management to address identified control weaknesses. Outstanding actions continue to be monitored and in most cases progress is considered to be acceptable.
- 3.3 To assist in the development and maintenance of the County Council's governance arrangements, Veritau's auditors meet with the S151 Officer, Monitoring Officer and other senior officers on a regular basis to identify and address key governance issues and concerns.

4.0 INTERNAL AUDIT PERFORMANCE MANAGEMENT

- 4.1 Despite the challenging climate, Veritau has continued to deliver cost effective internal audit, counter fraud and information governance services to the County Council and the other member councils together with a number of other public sector bodies. These services continue to be valued by the company's clients particularly at a time of significant change.
- 4.2 Investment in professional training and new initiatives has also continued, particularly in respect of GDPR/data protection, IT audit and data analytics.
- 4.3 **Appendix 1** details performance against the targets set by the County Council for 2018/19. **Appendix 2** sets out the relevant targets for Veritau for 2019/20.

5.0 BREACHES OF FINANCE, CONTRACT AND PROPERTY PROCEDURE RULES

- 5.1 As in previous years, breaches of Finance, Contract and Property procedures rules are identified through ongoing internal audit work.
- 5.2 Where breaches are identified, it is usually sufficient to draw the matter to the attention of management for the appropriate remedial action to be taken. If a wider training need is identified this will be addressed accordingly. Finally in those cases where the breach identifies a fundamental weakness/deficiency in the relevant Procedure Rule this will be addressed separately as part of the ongoing review process for all the County Council's Procedure Rules.
- 5.3 There were no material breaches of the Procedure Rules although a number of issues were raised with management through the normal audit reporting process.

6.0 QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME (QAIP)

- 6.1 As noted above, Veritau maintains a quality assurance and improvement programme (QAIP) to ensure that internal audit work is conducted to the required professional standards. As well as undertaking an annual survey of senior management in each client organisation and completing a detailed self assessment to evaluate performance against the Standards, the service is also subject to a periodic external assessment. As previously reported to the Committee, an external assessment of Veritau internal audit working practices was undertaken in November 2018 by the South West Audit Partnership (SWAP). SWAP is a not for profit public services company operating primarily in the South West of England. The assessment concluded that Veritau internal audit activity generally conforms to the PSIAS¹ and, overall, the findings were very positive.
- 6.2 The outcome of the QAIP demonstrates that the service conforms to *International Standards for the Professional Practice of Internal Auditing*. Further details of the QAIP and Improvement Action Plan prepared by Veritau are given in **Appendix 3**.

7.0 2018/19 AUDIT OPINION

- 7.1 As part of the annual report, the Head of Internal Audit is required to provide:
- (a) details of the scope of the work undertaken and the time period to which the opinion refers (together with disclosure of any restrictions in the scope of that work)
 - (b) a summary of the audit work from which the opinion is derived (including details of the reliance placed on the work of other assurance bodies)
 - (c) an opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (ie the control environment)
 - (d) disclosure of any qualifications to that opinion, together with the reasons for that qualification
 - (e) details of any issues which the Head of Internal Audit judges are of particular relevance to the preparation of the Annual Governance Statement
 - (f) a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme.
- 7.2 The overall opinion of the Head of Internal Audit on the framework of governance, risk management and control operating within the County Council is that it provides **Substantial Assurance**. There are no qualifications to this opinion and no reliance was placed on the work of other assurance bodies in reaching this opinion. In giving this opinion Members attention is drawn to the following significant control issues which were identified during the year and considered for possible inclusion in the 2018/19 Annual Governance Statement:

- **Information security**

Further improvements are still required to ensure compliance with the Council's policies for recording, processing, storing and transmitting personal

¹ PSIAS guidance suggests a scale of three ratings, 'generally conforms', 'partially conforms' and 'does not conform'. 'Generally conforms' is the top rating.

and confidential information. Recent audit work at County Hall and other establishments has identified continuing poor practice with the handling of documents and information security. This has included sensitive information being left out, pedestals and cabinets being left unlocked and laptops left unsecured. There have also been a number of serious data security breaches in the year, including three incidents that have required reporting to the Information Commissioner's Office.

▪ **Contract Management**

We have identified a number of contracts where the existing contract management arrangements have been inadequate. As a result, there is an increased risk that services to the Council are not delivered as expected, performance issues are not identified, charges are incorrect or excessive, and changes to scope are not properly assessed. Contractor resilience and other risks to supply are also not monitored on an ongoing basis.

8.0 RECOMMENDATIONS

8.1 Members are asked to:-

- (i) note the overall "Substantial Assurance" opinion of the Head of Internal Audit regarding the overall framework of governance, risk management and control operating within the County Council
- (ii) note the significant control issues identified through internal audit work in 2018/19.
- (iii) note the outcome of the quality assurance and improvement programme and the confirmation that the internal audit service conforms with the Public Sector Internal Audit Standards.
- (iv) note the performance outturn for 2018/19 in respect of internal audit and the corresponding performance targets for 2019/20.

MAX THOMAS
Head of Internal Audit

Report prepared and presented by Max Thomas, Head of Internal Audit

Veritau Ltd
Assurance Services for the Public Sector
County Hall
Northallerton

3 June 2019

PERFORMANCE TARGETS 2018/19 OUT-TURN

Target		Actual		
Operational Issues				
1	To deliver 93% of the agreed Internal Audit Plan	30 Apr 2019	94.6% of the agreed Internal Audit plan completed	✓
2	To achieve a positive customer satisfaction rating of 95%	31 Mar 2019	100% customer satisfaction	✓
3	To ensure 95% of Priority 1 recommendations made are agreed	31 Mar 2019	100% of Priority 1 recommendations were agreed.	✓

PERFORMANCE TARGETS 2019/20

Target		
Operational Issues		
1	To deliver 93% of the agreed Internal Audit Plan.	30 April 2020
2	To achieve a positive customer satisfaction rating of 95%.	31 March 2020
3	To ensure 95% of Priority 1 recommendations made are agreed.	31 March 2020

VERITAU

INTERNAL AUDIT QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME

1.0 Background

Ongoing quality assurance arrangements

Veritau maintains appropriate ongoing quality assurance arrangements designed to ensure that internal audit work is undertaken in accordance with relevant professional standards (specifically the Public Sector Internal Audit Standards). These arrangements include:

- the maintenance of a detailed audit procedures manual
- the requirement for all audit staff to conform to the Code of Ethics and Standards of Conduct Policy
- the requirement for all audit staff to complete annual declarations of interest
- detailed job descriptions and competency profiles for each internal audit post
- regular performance appraisals
- regular 1:2:1 meetings to monitor progress with audit engagements
- induction programmes, training plans and associated training activities
- the maintenance of training records and training evaluation procedures
- agreement of the objectives, scope and expected timescales for each audit engagement with the client before detailed work commences (audit specification)
- the results of all audit testing and other associated work documented using the company's automated working paper system (Galileo)
- file review by senior auditors and audit managers and sign-off of each stage of the audit process
- the ongoing investment in tools to support the effective performance of internal audit work (for example data interrogation software)
- post audit questionnaires (customer satisfaction surveys) issued following each audit engagement
- performance against agreed quality targets monitored and reported to each client on a regular basis.

On an ongoing basis, samples of completed audit files are also subject to internal peer review by a Quality Assurance group. The review process is designed to ensure audit work is completed consistently and to the required quality standards. The work of the Quality Assurance group is overseen by a senior audit manager. Any key learning points are shared with the relevant internal auditors and audit managers. The Head of Internal Audit will also be informed of any general areas requiring improvement. Appropriate mitigating action will be taken (for example, increased supervision of individual internal auditors or further training).

Annual self-assessment

On an annual basis, the Head of Internal Audit will seek feedback from each client on the quality of the overall internal audit service. The Head of Internal Audit will also update the PSIAS self assessment checklist and obtain evidence to demonstrate conformance with the Code of Ethics and the Standards. As part of the annual appraisal process, each internal auditor is also required to assess their current skills and knowledge against the competency profile relevant for their role. Where necessary, further training or support will be provided to address any development needs.

The Head of Internal Audit is also a member of various professional networks and obtains information on operating arrangements and relevant best practice from other similar audit providers for comparison purposes.

The results of the annual client survey, PSIAS self-assessment and professional networking are used to identify any areas requiring further development and/or improvement. Any specific changes or improvements are included in the annual Improvement Action Plan. Specific actions may also be included in the Veritau business plan and/or individual personal development action plans. The outcomes from this exercise, including details of the Improvement Action Plan are also reported to each client. The results will also be used to evaluate overall conformance with the PSIAS, the results of which are reported to senior management and the board² as part of the annual report of the Head of Internal Audit.

External assessment

At least once every five years, arrangements must be made to subject internal audit working practices to external assessment to ensure the continued application of professional standards. The assessment should be conducted by an independent and suitably qualified person or organisation and the results reported to the Head of Internal Audit. The outcome of the external assessment also forms part of the overall reporting process to each client (as set out above). Any specific areas identified as requiring further development and/or improvement will be included in the annual Improvement Action Plan for that year.

2.0 Customer Satisfaction Survey – 2019

Feedback on the overall quality of the internal audit service provided to each client was obtained in March 2019. Where relevant, the survey also asked questions about the counter fraud and information governance services provided by Veritau. A total of 171 surveys (2018 – 159) were issued to senior managers in client organisations. 20 completed surveys were returned representing a response rate of 12% (2018 - 14%). The surveys were sent using Survey Monkey and respondents were asked to identify who they were. Respondents were asked to rate the different elements of the audit process, as follows:

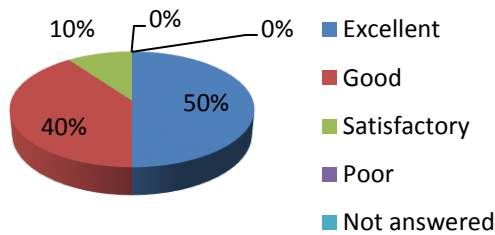
- Excellent (1)
- Good (2)

² As defined by the relevant audit charter.

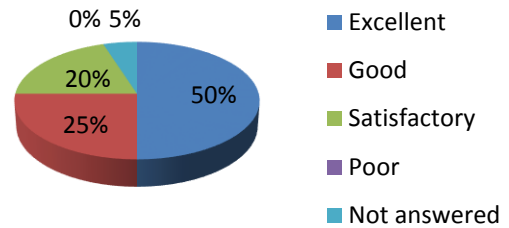
- Satisfactory (3)
- Poor (4)

Respondents were also asked to provide an overall rating for the service. The results of the survey are set out in the charts below:

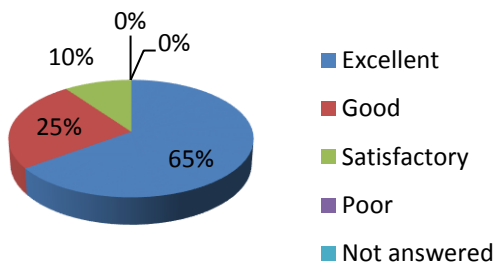
Quality of audit planning / overall coverage



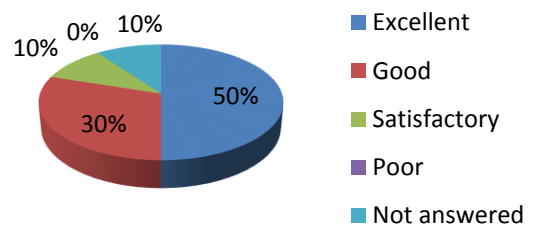
Provision of advice / guidance



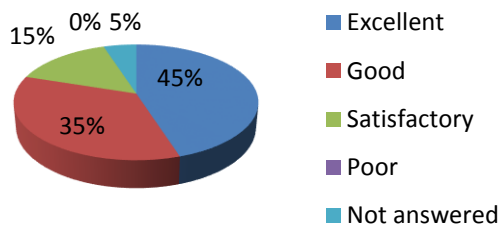
Staff - conduct / professionalism



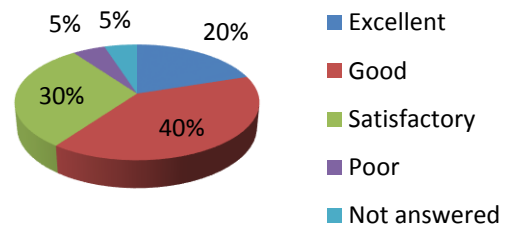
Ability to provide unbiased / objective opinions



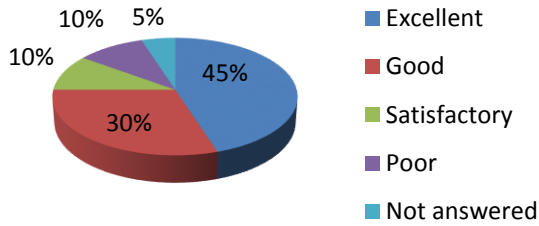
Ability to establish positive rapport with customers



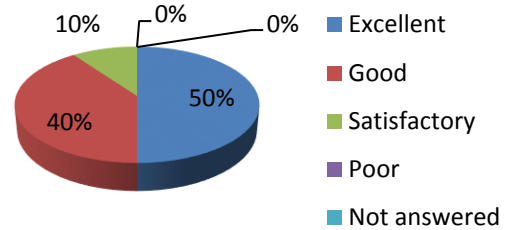
Knowledge of system / service being audited



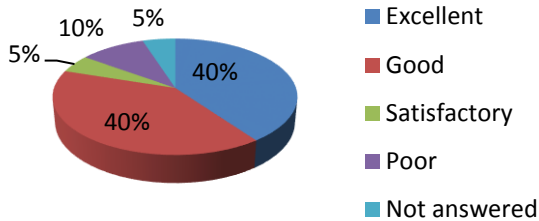
Ability to focus on areas of greatest risk



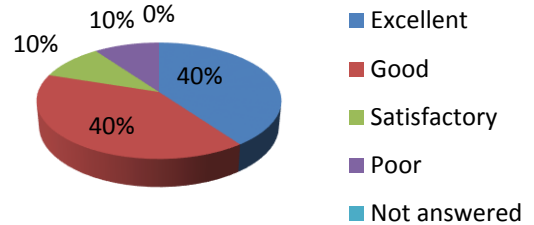
Agreeing scope / objectives of the audit



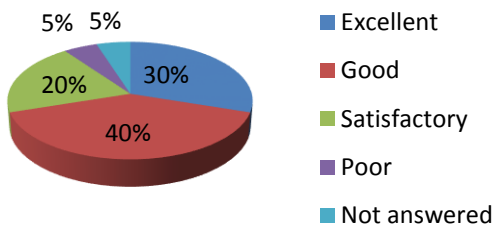
Minimising disruption to the service being audited



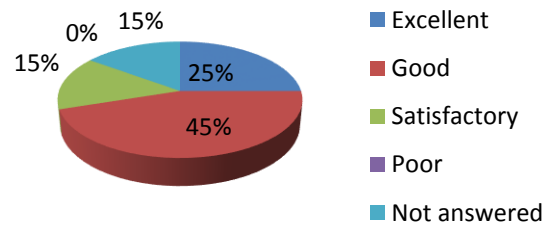
Communicating issues during the audit



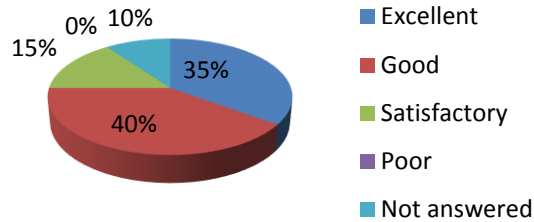
Quality of feedback at end of audit



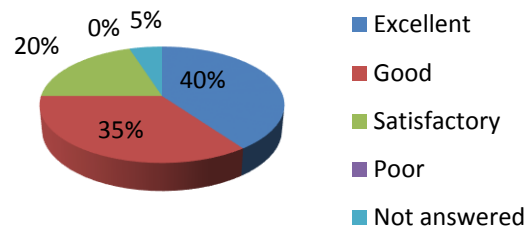
Accuracy / format / length / style of audit report



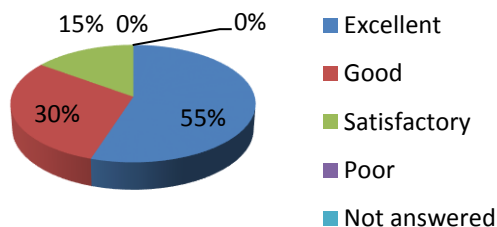
Relevance of audit opinions / conclusions



Agreed actions are constructive / practical



Overall rating for Internal Audit service



The overall ratings in 2019 were:

	2019		2018	
Excellent	11	55%	10	45%
Good	6	30%	10	45%
Satisfactory	3	15%	1	5%
Poor	0	0%	1	5%

The feedback shows that the majority of respondents continue to value the service being delivered.

3.0 Self Assessment Checklist – 2019

CIPFA prepared a detailed checklist to enable conformance with the PSIAS and the Local Government Application Note to be assessed. The checklist was originally completed in March 2014 but has since been reviewed and updated annually. Documentary evidence is provided where current working practices are considered to fully or partially conform to the standards.

The current working practices are generally considered to be at standard. However, a few areas of non-conformance have been identified. These areas are mostly as a result of Veritau being a shared service delivering internal audit to a number of clients as well as providing other related governance services. None of the issues identified are considered to be significant and the existing arrangements are considered appropriate for the circumstances and hence require no further action.

The following areas of non-conformance remain unchanged from last year:

<u>Conformance with Standard</u>	<u>Current Position</u>
Does the chief executive or equivalent undertake, countersign, contribute feedback to or review the performance appraisal of the Head of Internal Audit?	The Head of Internal Audit's performance appraisal is the responsibility of the board of directors. The results of the annual customer satisfaction survey exercise are however used to inform the appraisal. See Improvement Action Plan below.
Is feedback sought from the chair of the audit committee for the Head of Internal Audit's performance appraisal?	See above
Where there have been significant additional consulting services agreed during the year that were not already included in the audit plan, was approval sought from the audit committee before the engagement was accepted?	Consultancy services are usually commissioned by the relevant client officer (generally the s151 officer). The scope (and charging arrangements) for any specific engagement will be agreed by the Head of Internal Audit and the relevant client officer. Engagements will not be accepted if there is any actual or perceived conflict of interest, or which might otherwise be detrimental to the reputation of Veritau.
Does the risk-based plan set out the - (b) respective priorities of those pieces of audit work?	Audit plans detail the work to be carried out and the estimated time requirement. The relative priority of each assignment will be considered before any subsequent changes are made to plans. Any significant changes to the plan will need to be discussed and agreed with the respective client officers (and reported to the audit committee).
Are consulting engagements that have been accepted included in the risk-based plan?	Consulting engagements are commissioned and agreed separately.
Does the risk-based plan include the approach to using other sources of assurance and any work that may be required to place reliance upon those sources?	Whilst reliance may be placed on other sources of assurance there is no formal process to identify and assess these sources.

4.0 External Assessment

As noted above, the PSIAS require the Head of Internal Audit to arrange for an external assessment to be conducted at least once every five years to ensure the continued application of professional standards. The assessment is intended to provide an independent and objective opinion on the quality of internal audit practices.

An external assessment of Veritau internal audit working practices was undertaken in November 2018 by the South West Audit Partnership (SWAP). SWAP is a not for profit public services company operating primarily in the South West of England. As a large shared service internal audit provider it has the relevant knowledge and expertise to undertake external inspections of other shared services and is independent of Veritau.

The assessment consisted of a review of documentary evidence, including the self-assessment, and face to face interviews with a number of senior client officers and Veritau auditors. The assessors also interviewed audit committee chairs.

A copy the external assessment report was reported to this committee on 7 March 2019.

The report concluded that Veritau internal audit activity generally conforms to the PSIAS³ and, overall, the findings were very positive. The feedback included comments that the internal audit service was highly valued by its member councils and other clients, and that services had continued to improve since the last external assessment in 2014. However, the report did include some areas for further development. These areas, and initial draft proposed actions, are summarised below.

5.0 Improvement Action Plan

The external assessment identified a number of areas for further consideration and possible improvement. The following action plan has been developed to address these recommendations:

Assessors Recommendation	Proposed Action	Responsibility	Action By
Guidance from the IIA recommends that the Audit Committee (Board) "Meets with the Head of Internal Audit at least once a year without the presence of management." This does not happen as a matter of course with all	While IIA guidance recommends this approach, there is no explicit requirement for annual meetings in the standards. And existing audit charters for each client already recognise that the Head of Internal Audit will meet with	NA	NA

³ PSIAS guidance suggests a scale of three ratings, 'generally conforms', 'partially conforms' and 'does not conform'. 'Generally conforms' is the top rating.

Assessors Recommendation	Proposed Action	Responsibility	Action By
<p>clients of Veritau, however, the Charter allows this to happen and all Chairs of Audit Committees feel that if they wanted such a meeting, it would happen. Some teams have taken a 'purest' approach and hold at least one meeting a year with the Audit Committee or Chair without management being present. The HoIA audit should consider if Veritau should adopt a similar approach or be satisfied that such meeting will take place should it become necessary to do so. (Attribute Standard 1111).</p>	<p>members of the relevant committee in private, as required.</p> <p>No formal changes to current arrangements are proposed. Although formal annual meetings will be arranged if individual committees express a preference for this arrangement.</p>		
<p>The self-assessment identified that Council CEO's or Audit Committee Chairmen do not contribute to the performance appraisal of the HoIA. The responsibility for this rests with the Board of Directors, many of whom are Section 151 Officers for the representative Councils. In addition, reliance is placed on Customer Satisfaction results. To ensure that this is reflective of the key clients, the Chairman of the Board may want to consider the introduction of a 360-degree feedback process when</p>	<p>The chairman of the Veritau board will be asked to consider whether further input from client Chief Executives and Chairs of Audit Committees (or equivalent) is needed to meet the requirements of the standards.</p>	<p>Veritau Chair</p>	<p>May 2019</p>

Assessors Recommendation	Proposed Action	Responsibility	Action By
assessing the HoIA's performance. (Attribute Standard 1100).			
While the annual planning process is well documented, the self-assessment acknowledged that each piece of audit work is not prioritised. Doing so assists when decisions need to be taken on bringing in new pieces of work due to new and emerging risks. Consideration should be given to priority ranking audit work. (LGAN requirement).	<p>All work included in annual audit plans is considered a priority for audit in the coming year. However, it is recognised that further prioritisation may support decision making, for example where changes to audit plans are required.</p> <p>As part of the development of audit plans for 2019/20, we will explore how audits included in each plan are given a priority rating.</p>	Deputy Head of Internal Audit and Audit Managers	April 2019
Whilst reliance may be placed on other sources of assurance, the self-assessment brought attention to the fact that there has not been an assurance mapping exercise to determine the approach to using other sources of assurance. Completion of such an exercise would ensure that work is coordinated with other assurance bodies and limited resources are not duplicating effort. (Attribute Standard 2050).	A review of potential sources of assurance for each client will be undertaken during the course of 2019/20. This will be used to assess the scope for more detailed assurance mapping at each client; and to help develop a standard approach if appropriate.	Deputy Head of Internal Audit and Audit Managers	April 2020
It is clear that the actions from the last review have been completed, however, the resulting Quality	<p>Actions included in 2018/19 annual reports will be SMART.</p> <p>Progress against</p>	Head of Internal Audit	June 2019 (annual report)

Assessors Recommendation	Proposed Action	Responsibility	Action By
Assessment Improvement Programme (QAIP) should remain a live document to demonstrate continuous improvement. While the process of the QAIP is reported to the Audit Committee annually, the report does not outline the detailed actions with SMART targets for completion. (Attribute Standard 1320).	actions will be reported to the Veritau and VNY boards during the course of the year.		

The following areas will continue to be a priority in 2019/20:

- Further development of in-house technical IT audit expertise
- Investment in new data analytics capabilities
- Improved work scheduling, clearer prioritisation of objectives for individual assignments to enable them to be managed within budget, and better communication and agreement with clients on timescales for completion of audit work

We also plan to review the current assurance categories to ensure they remain fit for purpose.

6.0 Overall Conformance with PSIAS (Opinion of the Head of Internal Audit)

Based on the results of the quality assurance process I consider that the service generally conforms to the Public Sector Internal Audit Standards, including the *Code of Ethics* and the *Standards*.

The guidance suggests a scale of three ratings, 'generally conforms', 'partially conforms' and 'does not conform'. 'Generally conforms' is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards. 'Partially conforms' means deficiencies in practice are noted that are judged to deviate from the Standards, but these deficiencies did not preclude the internal audit service from performing its responsibilities in an acceptable manner. 'Does not conform' means the deficiencies in practice are judged to be so significant as to seriously impair or preclude the internal audit service from performing adequately in all or in significant areas of its responsibilities.

North Yorkshire County Council**Audit Committee 21 June 2019****Annual Report on Partnership Governance 2018/19****1.0 Purpose of report**

- 1.1 To report on the governance of partnerships involving the County Council during the financial year 2018/19.

2.0 Background

- 2.1 The aim of the annual report is to enable the Audit Committee to review the effectiveness of partnership governance arrangements.
- 2.2 Preparation of the annual report also provides a mechanism to assist Management Board and Executive Members to ensure that partnerships and the resulting commitments are reviewed regularly and that the Council is only involved with those partnerships which add value to the work of the Council.
- 2.3 Prior to a commitment being made to any partnership arrangement involving the Council, approval is required in line with the Council's Constitution, Financial Procedure Rules and Partnership Governance Guidance.
- 2.4 Partnerships are within the scope of the annual report if they are characterised by one or more of the following conditions:
- strategic, in the sense that they will have a significant impact on the direction of services provided at the level of Council or Directorate themes and priorities;
 - involve elected Members on the governing board;
 - involve a financial input from the Council of £50k a year or more;
 - involve the Council as accountable body for external grant funding to the partnership; or
 - have a high or medium overall risk ranking from the partnership governance risk assessment.
- 2.5 The annual report does not cover other arrangements such as outside organisations to which the Council appoints members, contracts with suppliers, companies in which the Council is the sole or majority shareholder, and joint committees with other local authorities.
- 2.6 Given partnerships involve multiple parties the key principles for partnership working locally were agreed in 2010 by Local Government North Yorkshire

and York (LGNYY) – the body of Leaders and Chief Executives of all of the key public sector bodies in North Yorkshire:

- the minimum number and simplest of partnership structures, consistent with delivering the required outcomes and statutory requirements;
- a North Yorkshire and York approach to county / sub-regional partnership structures as far as possible, recognising that a degree of pragmatism will be required given the different local authority structures in North Yorkshire and York;
- local partnerships, including shared community engagement arrangements, at the most appropriate local level; and
- the use of task and finish groups to deal with particular issues, rather than standing thematic partnerships or sub-groups.

2.7 LGNYY also agreed that rationalisation of partnership structures is not about stopping partners working together - partnership working should be encouraged, but partnership structures should only exist where they add value and are efficient.

3.0 Partnerships in 2018/19

3.1 Appendix 1 lists the 60 partnerships that were within the scope of the annual report as at 31 March 2019 (compared to 57 in the previous annual report). The number and nature of partnerships changes from time to time and, as with all annual reports, the data within the appendix is a snapshot in time.

3.2 Appendix 1 also summarises information on the governance and reporting arrangements for each partnership as at 31 March 2019, together with their key achievements for 2018/19 and key issues and priorities for 2019/20.

3.3 Four partnerships have been added to Appendix 1 this year:

- Three Integrated Care Systems / Sustainability and Transformation Partnerships – NHS led partnerships across areas covering parts of North Yorkshire and much wider areas focused on integrating health and care systems across tertiary, acute, primary and community care.
- North Yorkshire and York Systems Leadership Executive – a new partnership of NHS and local government leaders working together across the system to integrate health and care.

3.4 One partnership, which was included in Appendix 1 last year, has been removed:

- Rail North – now incorporated within Transport for the North.

- 3.5 No partnerships are identified as having a high overall risk rating (unchanged since the previous annual report).
- 3.6 No partnerships reported a governance failure during 2018/19.
- 3.7 Corporate Directors continue to review on an ongoing basis the number of partnership arrangements that officers are involved in and to determine their strategic importance and the impact if the partnership were to be dissolved.
- 3.8 In addition, during the preparation of the annual report, Executive Members in conjunction with officers of each Directorate have given consideration to the governance and monitoring arrangements of partnerships relating to the Directorate.

4.0 Planned and potential changes in the governance arrangements of key partnerships in 2019/20

- 4.1 Following a national review, discussions are taking place that may result in changes to Local Enterprise Partnerships (LEPs) locally, with the existing LEPs winding up and North Yorkshire County Council being part of a LEP serving the Leeds City Region, York and North Yorkshire.
- 4.2 CYPS is working with partners to develop Local Education Partnerships and Local Inclusion Steering Groups that will identify the strengths and challenges facing education and inclusion in the locality, and agree and implement locality plans to address these.
- 4.3 The governance of children's safeguarding partnership arrangements will change as a result of revised statutory guidance (Working Together 2018), which gives three 'safeguarding partners' (local authority, police and clinical commissioning group) equal responsibility for fulfilling the role. Locally it is proposed to combine the North Yorkshire Children's Trust Board with the North Yorkshire Safeguarding Children Board.
- 4.4 Partnership arrangements will be need to be established for the new Department for Education 'Strengthening Families, Protecting Children' programme through which the Council will support up to six local authorities to develop a 'No Wrong Door' approach to supporting adolescents in, and on the edge of, care.
- 4.5 As highlighted in previous annual reports, there is a wide range of activity that the Council is developing with the NHS with respect to increasing the integration of health and social care services. There may also be changes to the membership and priorities of the Integrated Planning and Commissioning Boards as a result of three clinical commissioning groups in the county working more closely together with a single accountable officer and applying

to merge. In addition a new Harrogate Integrated Health and Social Care Services Programme Board is being created to develop an integrated approach to health and social care in Harrogate and Rural District based around primary care.

5.0 Arrangements in place to monitor partnerships

- 5.1 The wide range of partnerships, and their differing roles, means a 'one size fits all' approach to reporting is neither practical nor appropriate. In this context, reporting arrangements cover:
- key issues, including service issues;
 - any specific issues relating to the management of the partnerships; and
 - routine reporting on financial or other performance, highlighting variances to budgets or performance plans.
- 5.2 All reporting arrangements need to be appropriate and commensurate to the role of the partnership and what it seeks to achieve. The term partnership is used to cover a wide range of different approaches. Many partnerships are a coming together of partners with separate budgets to jointly plan and align their organisations' activity. Some partnerships are a delivery mechanism for joint budgets and joint decisions, for which the Council is the accountable body.
- 5.3 Data from partnership working is included in a range of more general updates, including those submitted to the Executive as part of the Quarterly Performance Monitoring reports. There are some examples of formalised reporting from particular partnerships to the Council at Executive, Executive Member or Area Committee level. More often however, the data from partnerships is not readily separated from the more general level of reporting and, in many cases, to do so would result in duplication.
- 5.4 It is essential to ensure that partnership arrangements reflect appropriately the significance of the issues arising in the partnership within the overall framework of the monitoring arrangements involving Members. There is a need to avoid the risk of providing an unnecessarily detailed analysis for relatively small partnership working areas.
- 5.5 The governance arrangements of all partnerships with a high or medium overall risk rating have been reviewed by officers from Legal and Democratic Services to ensure that robust arrangements are in place to protect the interests of the partnership and, in particular, of the Council. A review is normally be undertaken within twelve months of a partnership being first rated as having a medium or high overall risk rating, and then repeated every three years for partnerships which continue to have a high overall risk rating and every five years for partnerships which continue to have a medium overall risk

rating. The review considers the written governance documents of the partnership to check that they are fit for purpose. Partnerships with a low overall risk rating are not reviewed unless there are any exceptional reasons for doing so. If any concerns are identified, officers from Legal and Democratic Services liaise with the lead officer for the partnership concerned to offer advice and support and ensure that appropriate corrective action is taken to rectify the concerns.

- 5.6 An internal audit of the governance and management arrangements of the York, North Yorkshire and East Riding Local Enterprise Partnership was completed by Veritau in early 2019. The overall conclusions were that arrangements for managing risk were very good and an effective control environment appears to be in operation. The overall opinion of the controls within the system at the time of the audit was that they provided high assurance.

6.0 Recommendations

6.1 It is recommended that the Audit Committee:

- (a) Receives the annual report on partnership governance;
- (b) Notes the arrangements in place to ensure good governance and reporting of partnership activity; and
- (c) Notes the contents of the schedule of partnerships that were within the scope of this report as at 31 March 2019 (Appendix 1).

Neil Irving
Assistant Director (Policy, Partnerships and Communities)

6 June 2019

Appendix 1 - Partnerships that were within the scope of this report as at 31 March 2019

Annual Report on Partnership Governance 2018/19 - Appendix 1 - Partnerships that were within the scope of this report as at 31 March 2019

Name of partnership	Lead NYCC Directorate	Partnership type: 1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling £ and other resources 4. Liaison only	Purpose and role of partnership	Date of last governance review (and if recently, action taken as a result)	Key achievements 2018/19	Issues and priorities 2019/20	Have there been any governance failures in 2018/19? Yes / No If yes, outline	Membership and governance arrangements of partnership	Link to governance document / terms of reference if published on internet	Annual partnership expenditure and main sources of income	Accountable body	NYCC budget contribution (in addition to officer time)	Are any people employed specifically to undertake the work of the partnership? Yes / No If yes, how many posts and who is the employer	Which NYCC elected member body does the partnership report to and how often?	NYCC elected member(s) directly involved in partnership and role they play	Any issues (eg decision making, accountability, transparency, key policy areas)? Yes / No If yes, outline	NYCC lead officer	NYCC finance contact	Risk factors H/M/L 1 Probability of governance failure 2 NYCC objectives 3 NYCC financial 4 NYCC services 5 NYCC reputation	Overall partnership risk rating H/M/L	Legal Services governance review of high and medium risk partnerships - date last undertaken, summary and any action needed as a result				
Strategic sub-regional and regional partnerships																			1	2	3	4	5		
Local Government North Yorkshire and York (LGNYY)	CS	2	To promote effective working between local authorities and to ensure wider local authority representation, collaboration and co operation on a sub-regional basis and effective sub-regional representation at regional and national levels.	2011	Discussions have primarily focused on a potential devolution deal with government.	Potential devolution deal with government.	No	Leaders of local authorities and national park authorities. Written terms of reference. The Police and Crime Commissioner and East Riding of Yorkshire Council also attend meetings. NYCC provides the secretariat to the partnership.	www.nypartnerships.org.uk/lgnyy	No budget; NYCC provides officer time for secretariat.	n/a	No budget.	No	No routine report to NYCC elected member body, any issues feeding in to County Council processes in the usual way.	Cllr Carl Les - member	No	Richard Flinton	n/a	L M L L M	L	n/a				
NYC Chief Executives Group	CS	2	To provide leadership and coordination across sub-regional partnership structures and public services generally and to advise LGNYC.	2011	Discussions have primarily focused on a potential devolution deal with government, future LEP arrangements and other countywide strategy issues.	Potential devolution deal with government, future LEP arrangements and other countywide strategy issues.	No	Chief executives of local authorities and key local public sector partners. Written terms of reference. East Riding of Yorkshire Council also attend meetings. NYCC provides the secretariat to the partnership.	www.nypartnerships.org.uk/cecg	No budget; NYCC provides officer time for secretariat.	n/a	No budget.	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Richard Flinton	n/a	L M L L M	L	n/a				
North Yorkshire Local Resilience Forum (NYLRF)	CS	1	To ensure effective delivery of statutory duties under the Civil Contingencies Act 2004 that need to be developed in a multi-agency environment.	2012	1. Updated Response to Major and Critical Incidents. 2. Gold level symposium. 3. Silver and Silver/Bronze Marauding Terrorist Firearms Attack level training. 4. Further regional development against Community Risk Register. 5. EU Exit monitoring and response. 6. Launch of Ready for Anything volunteer register and training.	1. Gold, silver and bronze level training. 2. Implement agreed development of NYLRF following Pilot Supportive Review. 3. Continuing development of Ready for Anything. 4. EU Exit monitoring and response. 5. Update to local flood plans as a result of Defra review - yet to receive suggested plan template. 6. Ongoing development of NYLRF partnership.	No	Multi-agency partnership to carry out statutory duties as defined by the Civil Contingencies Act. Written governance document. NYCC provides the secretariat to the partnership.		Secretariat £39k. Training & Exercise fund varies but normally around £10k. All funded by partners.	NYCC	£10k towards total cost of £39k for secretariat. £500 contribution to training and exercise fund.	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Neil Irving	Michael Leah	L M L L M H	M	April 2017. Governance arrangements are satisfactory.				
North Yorkshire Community Safety Partnership (NYCSP)	CS	1	To bring together the responsible authorities, supported by other relevant organisations, to fulfil their statutory responsibilities to work together under the Crime and Disorder Act 1998 (as amended).	2014	1. Community Safety Hubs embedded across the county. 2. DHR (Domestic Homicide Review) processes tested with 2 DHRs. 3. Joint DA commissioning arrangements. New services across the county. 4. Further development of partnership and all sub groups.	1. Effective implementation of DHR recommendations. 2. Ensuring arrangements fulfil statutory functions and agreed CSP objectives.	No	Senior officer of key local community safety partners (responsible authorities) and other relevant organisations. NYCC provides the secretariat to the partnership.	www.nypartnerships.org.uk/nycsp	No budget; NYCC provides officer time for secretariat.	n/a	No budget.	No	Corporate & Partnerships Overview and Scrutiny Committee in its role as statutory crime and disorder committee.	None	No	Neil Irving	n/a	L L L L M	L	n/a				
York and North Yorkshire Prevent Strategic Board	CS	2	To provide leadership across the Prevent (counter-terrorism) agenda.	2014.	1. Further development of local Prevent groups, including improved community engagement. 2. Development of military engagement. 3. Embedding Hurt by Hate resource.	1. National change (Dovetail). 2. Continued engagement across partners, including education settings. Effective links with the Hate Crime Working Group.	No	Officers of key partners. City of York Council and NYCC provides officer time for secretariat.		No budget; City of York Council and NYCC provides officer time for secretariat.	n/a	No budget.	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Neil Irving	n/a	L L L L M	L	n/a				

Name of partnership	Lead NYCC Directorate	Partnership type: 1. Statutory 2. Instrumental in influencing policy 3. Instrumental in controlling £ and other resources 4. Liaison only	Purpose and role of partnership	Date of last governance review (and if recently, action taken as a result)	Key achievements 2018/19	Issues and priorities 2019/20	Have there been any governance failures in 2018/19? Yes / No If yes, outline	Membership and governance arrangements of partnership	Link to governance document / terms of reference if published on internet	Annual partnership expenditure and main sources of income	Accountable body	NYCC budget contribution (in addition to officer time)	Are any people employed specifically to undertake the work of the partnership? Yes / No If yes, how many posts and who is the employer	Which NYCC elected member body does the partnership report to and how often?	NYCC elected member(s) directly involved in partnership and role they play	Any issues (eg decision making, accountability, transparency, key policy areas)? Yes / No If yes, outline	NYCC lead officer	NYCC finance contact	Risk factors H/M/L 1 Probability of governance failure 2 NYCC objectives 3 NYCC financial 4 NYCC services 5 NYCC reputation	Overall partnership risk rating H/M/L	Legal Services governance review of high and medium risk partnerships - date last undertaken, summary and any action needed as a result
Superfast North Yorkshire (SFNY)	CS	2, 3	To bring the advantages of superfast broadband to as many businesses and citizens in North Yorkshire with the resources available.	2016	Phases 1 & 2 are complete. Phase 3 has been awarded to BT. Bidding for LFFN funding. Continuation of the Better Broadband Subsidy Scheme.	Commence Phase 3 contract, produce mapping of expected coverage and achieve milestones.	No	Members and officers of NYCC and NYnet.		Phase 1 £26.5m offset by BDUK/ERDF grants. Phase 2 £8m (£5m BDUK/ERDF, £3m NYCC). Project management by NYnet/NYnet 100, £1.6m NYCC. Phase 3 minimum £20.5m secured from BDUK/NYCC/ESIF.	NYCC for BDUK, ESIF and ERDF funding. NYnet is the 'managing agent' for NYCC.	Project costs are borne by NYnet 100. Phase 3 capital funding of £12.18m from NYCC approved.	Yes - 1 post employed by NYCC.	Reports to Executive when key decisions are required.	Cllr Don Mackenzie (Chair) and Cllr Carl Les - Board Members	Delivering the best possible contract for the Phase 3 investment and considering the approach to the properties left below NGA access.	Gary Fielding	Gary Fielding	L M H M H	M	April 2017. Procurement, BT contract, grant agreements and programme development managed by NYnet with Legal Services support. Appropriate governance arrangements.
Yorkshire & Humber (Local Authorities) Employers' Association (formerly the Regional Employers Organisation)	CS	4	Member-led partnership of local authorities in Yorkshire and Humber - share information and intelligence and provide a stronger collective voice on national issues in the areas of employee relations and pay and terms and conditions.	2015	Met to address pay and workforce issues for authorities, take account of relevant legal developments, shared practice and actions and inputted into national pay negotiations. Ensured authorities are aware of national developments and actions/issues stemming from these.	Both the Regional Employers Committee and the Employers Organisation will continue to ensure local authorities in the region are involved in, informed or and as appropriate, supported in dealing with national and regional workforce issues.	No	All activity governed by individual and collective views of participating local authorities via the reps attending.		EO's core income from its membership's affiliation fees. Total expenditure is greater, but covered from external income.	EO is an independent body, established utilising the legal personality of an Employers' Association.	£7425 +VAT subscription.	Yes - 2 posts employed by Wakefield Council.	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Cliff Lunn - member of Regional Employers Committee	The 2 EO staff are part of West Yorkshire Pension Fund and if EO disbanded NYCC might be asked to contribute to any pension deficit.	Justine Brooksbank	Michael Leah	L M L L L	L	n/a
North Yorkshire Older Peoples Forum Plus (NYFOP+)	CS	4	Quarterly meeting of the North Yorkshire Forum for Older People (NYFOP) with NYCC, district councils, NHS and police.	2014	Providing a forum for engagement and consultation with representative forums of older people on relevant issues including social care, health, housing and policing.	Providing a forum for engagement and consultation with representative forums of older people on relevant issues. Review effectiveness and future of NYFOP+.	No	Representatives of North Yorkshire Forum for Older People (NYFOP), NYCC, district councils, NHS and police. Written terms of reference. NYFOP provides the secretariat for NYFOP+.		No budget. Secretariat provided by NYFOP.	n/a	None	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Some area committee older people champions attend meetings	Neil Irving	n/a	L L L L M	L	n/a	
LGNYY Spatial Planning and Transport Board	BES	2	To provide strategic advice, direction and leadership on spatial planning and transport matters. Enable implementation of the Duty to Cooperate in plan making at a political level.	Dec 2017 - review of purpose undertaken by YNYERH Directors of Development. Agreed to reinstate the Board after a period of dormancy.	No meetings held.	To meet quarterly - direction to be provided by YNYERH Directors of Development and Heads of Planning Group.	No, but no meetings held during 2018/19.	One Cllr from each local authority. Written terms of reference to be reviewed and updated. Secretariat function provided by City of York Council.		No budget. Secretariat provided by City of York Council.	n/a	No budget.	No	No routine report to NYCC elected member body, but regular report to LGNYY, with any issues arising feeding in to County Council processes in the usual way.	Cllr Andrew Lee - member	David Bowe / Carl Bunnage	n/a	L L L L L	L	n/a	
York, North Yorkshire & East Riding Strategic Housing Partnership (previously known as LGNYY Housing Board)	BES / HAS	2, 3	Identifying and responding to key housing issues; agreeing and managing the delivery of strategic housing investment priorities; undertaking sub regional research; and encouraging both innovative and consistent sub regional working across North Yorkshire.	2016	Implementation and performance management of ambitions in YNYERH Housing Strategy. Delivery of 5,076 new homes including 915 affordable homes (174 through Rural Housing Enabler programme). Monitoring of delivery across all tenures, securing external funding to support delivery via HCA and Community Housing Fund.	Support increased level and pace of delivery of housing across all tenures. Maintain delivery of rural affordable housing through the Rural Housing Enablers programme and secure its sustainable future.	No	One Cllr from local authority and reps of key partners. Written terms of reference.	www.nyccerhusing.co.uk	Circa £160k pa (partnership costs plus rural housing enablers programme). Partnership posts funded by LA and YNYER LEP (£8K contributions; RHE programme funded by LAs / Registered Provider / Leeds City Region / NYCC.	Hambleton District Council.	£6.5k contribution from Public Health budget per year 2015/16 to 2018/19 towards Rural Housing Enablers Programme and Housing Strategy Manager post.	Yes - 1 post employed by Hambleton DC.	No routine report to NYCC elected member body but regular report to LGNYY, with any issues arising feeding in to County Council processes in the usual way.	Cllr Andrew Lee - member	Carl Bunnage (BES) / Dale Owens (HAS)	Michael Leah	L M L M L	L	n/a	

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York, North Yorkshire & East Riding Local Enterprise Partnership	BES	2	The primary role of the LEP is provide strategic leadership to maximise the economic growth and job creation across York, North Yorkshire & East Riding. It is a public private partnership and its remit covers Business Growth, Skills and Infrastructure.	2013. LEPs are subject to an annual government review and S151 Officer signing off its Assurance Framework.	£146m Growth Deal investment at 95% target after 3 years of programme. 5000 small businesses supported. 58 Schools engaged in Careers and Enterprise Advice. YNYER LEP have worked closely with LCR LEP developing a proposal to create a joint LEP cover YNY and WYCA. This is an ongoing discussion.	Continued implementation of Growth Deal. Continued support for Small Business. Continued Implementation of EU Programme. Continued delivery of careers programme. Development of Local Industrial Strategy. YNYER LEP to continue working closely with LCR LEP developing a proposal to create a joint LEP covering YNY and WYCA.	No	Main LEP Board - Business led partnership (9 business reps, 6 local authority reps). Supported by Business, Skills and Infrastructure Boards. Assurance Framework signed off by NYCC and Government.	www.businessinspiredgrowth.com/about-the-lep	NYCC £204k, City of York £40.5k, East Riding £60.75k, 7 x Districts £20.25k. BIS Funding £500k. Investment Funds inc Local Growth Fund £145k, Growing Places Fund (£9.4m) (to be used as a revolving fund), £246k pa Growth Hub.	NYCC	The Council's Economic & Partnership Unit has a NYCC budget of £204k and staff in the unit provide support to the LEP.	Yes - 30.9 FTE poste employed by NYCC plus seconded posts (3.35 NYCC, 1.30 East Riding of Yorkshire Council, 0.7 Hambleton DC, 0.5 City of York Council, 0.2 Selby DC).	Annual reports to Transport, Economy and Environment Overview and Scrutiny Committee.	Cllr Carl Les - member	No	James Farrar	Michael Leah	L	H	L	H	M	May 2019: Review is due but given positive internal audit conducted by Veritau in early 2019 and proposed changes to LEP, seems prudent to await these before conducting further review.	
Leeds City Region (LCR) Local Enterprise Partnership	BES	2	To direct LCR policy in relation to economic development, transport, skills and infrastructure. On-going engagement continues, with the NYCC Leader maintaining a position on the LCR LEP Board. Primarily focused on transport and infrastructure. Potential risk through City Deal and plans for pooling of monies.	Unknown. LEPs are subject to an annual government review and S151 Officer signing off its Assurance Framework.	Refresh of LCR Strategic Economic Plan. Establishment of LCR (M1/M62 corridor) Enterprise Zone. With the devolution agenda, NYCC focus has been very much on YNYER LEP. LCR LEP have worked closely with YNYER LEP developing a proposal to create a joint LEP cover YNY and WYCA. This is an ongoing discussion.	Deliver and implement refreshed LCR Strategic Economic Plan to accelerate growth; create a further £5.2bn in economic output and create an additional 62,000 jobs with focus on: supporting growing businesses; skills and jobs; resource efficiency; and infrastructure for growth. LCR LEP to continue working closely with YNYER LEP developing a proposal to create a joint LEP covering YNY and WYCA.	No	Business led partnership (business reps and local authority reps, including NYCC rep). Written governance document.	www.the-lep.com/about-governance-and-funding	Circa £36m Growing Places Fund. Circa £1.4b City Deal (TBC). Circa £500m Infrastructure Fund (TBC).	Leeds City Council	Officer time only	No	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	Cllr Carl Les - member	Need to monitor impact of West Yorkshire Combined Authority.	David Bowe	n/a	M	M	L	L	M	May 2014. NYCC not accountable body for LEP and essentially devotes time of members and officers to partnership working. Appropriate governance arrangements.	
Leeds City Region (LCR) Leaders Board	BES	2	To direct LCR policy and lead decision making in relation to housing, transport, and planning matters.	Unknown	Much of the focus of discussions and collaborative working has been in connection with the devolution agenda, including the development of proposals for devolution on a pan-Yorkshire basis.	Deliver and implement refreshed LCR Strategic Economic Plan to accelerate growth; create a further £5.2bn in economic output and create an additional 62,000 jobs with focus on: supporting growing businesses; skills and jobs; resource efficiency; and infrastructure for growth.	No	Local Authority Leaders. Written governance document.		Circa £1.6m expenditure. Primarily funded by LA subscriptions and Government grant.	Leeds City Council	£35k	No	No routine report to NYCC elected member body but regular report to LGNY, with any issues arising feeding into County Council processes in the usual way.	Cllr Carl Les - member	No	David Bowe / Carl Bunnage	n/a	L	L	L	L	M	n/a	
Local strategic																									
Craven Local Delivery Team	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Campaigns on dangers of driving whilst using a mobile phone and danger of parking outside schools. Country watch initiative. Multi-Agency integrated community safety hub.	Continued operation and development of the community safety hub.	No.	Senior reps (members and officers) of key local community safety partners. Written governance document.		Craven District Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Craven District Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Andy Solloway - member	No	Odette Robson	n/a	L	L	L	L	M	n/a	
Hambleton Local Delivery Team	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Development and use of new ASB powers with partners as part of the multi agency problem solving process. Introduction of Traffic Bureau processes into Road Safety Speed Matrix meeting. Delivered projects to respond to emerging trends and issues as well as supporting local organisations to provide required services. Multi-Agency integrated community safety hub.	Continued operation and development of the community safety hub.	No	Senior reps (members and officers) of key local community safety partners. Written governance document.		Hambleton District Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Hambleton District Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Heather Moorhouse - member	No	Odette Robson	n/a	L	L	L	L	M	n/a	

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Harrogate District Community Safety Group	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Awareness raising re CSE and programme within schools. Continued problem solving work involving young people. Multi-Agency integrated community safety hub.	Continued operation and development of the community safety hub.	No	Senior reps (officers) of key local public sector partners. Written terms of reference.		Harrogate Borough Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Harrogate Borough Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Cliff Trotter - member	No	Odette Robson	n/a	L	L	L	L	M	L	n/a
Harrogate District Public Services Leadership Board (PSLB)	CS	2, 3	To lead and support the design and delivery of quality services that are efficient, innovative and reflect the specific needs and priorities of our local communities; ensuring better outcomes and improving the lives of local people.	2016	Support of Credit Union. Financial Inclusion Strategy and Welfare Reform Action plan. New Care Models Programme - pilot local integrated team to serve Knaresborough, Boroughbridge and Green Hammerton. Local Fund development with Two Ridings Community Foundation.	New priorities being agreed.	No	Officers of local agencies. Written governance document.	www.harrogate.gov.uk/info/20124/partnership_working/319/partnerships	Harrogate Borough Council covers incidental costs and partnership support.	Harrogate Borough Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	None	No	Neil Irving	n/a	L	L	L	L	M	L	n/a
Richmondshire Local Delivery Team	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Development and use of new ASB powers with partners. Multi-Agency integrated community safety hub.	Continued operation and development of the community safety hub.	No	Senior reps (members and officers) of key local community safety partners. Written governance document.		Richmondshire District Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Richmondshire District Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Carl Les - member	No	Odette Robson	n/a	L	L	L	L	M	L	n/a
Ryedale Local Delivery Team	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Multi-Agency integrated community safety hub.	Continued operation and development of the community safety hub.	No	Senior reps (members and officers) of key local partners. Written governance document.		Ryedale District Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Ryedale District Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Val Arnold - member	No	Odette Robson	n/a	L	L	L	L	M	L	n/a
Scarborough District Local Public Service Executive (PSE) (includes Local Delivery Team function)	CS	2, 3	Identify opportunities to reduce costs of service delivery by removing waste and duplication; sharing overheads and support services and rationalising estate and assets. Identify key emerging issues for the Borough and negotiate changes to services and service delivery models which might better deliver outcomes for people.	2015	Development and review of Community Wellbeing Hubs. Review of Multi-Agency Problem Solving Arrangements.	Continued successful delivery of Community Wellbeing Hubs and extension of the programme. Closer working on opportunities for sharing assets and estates. Support for the Ambitions for Health programme. Continued operation and development of the community safety hub.	No	Senior reps (officers) of key local public sector partners. Written terms of reference. Chaired by SBC Cabinet Member.		Scarborough Borough Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Scarborough Borough Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	None	No	Neil Irving	n/a	L	L	L	L	M	L	n/a

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Selby District Local Delivery Team	CS	2, 3	Bring together operational managers of responsible authorities and others to ensure the delivery of the NYCCSP Plan in the district; protect communities from crime and disorder and help people feel safer; deal with local community safety issues; assess local crime and disorder priorities and consult partners and the local community about how to deal with them.	2014	Multi-Agency integrated community safety hub. Campaign to raise awareness of Hate Crime.	Continued operation and development of the community safety hub.	No	Senior reps (members and officers) of key local community safety partners. Written governance document.		Selby District Council covers incidental costs and partnership support. Other income may include funding from PFCC to be spent on projects.	Selby District Council	None	No	No routine report to NYCC elected member body, any issues arising feeding into County Council processes in the usual way.	Cllr Stephanie Duckett - member	No	Odette Robson	n/a	L	L	L	L	M	L	n/a
BES																									
Local Access Forum	BES	1	The County Council is required to set up and convene a LAF by Statute (CRoW Act 2000).	LAF reconstituted on 5 March 2019. 13 members consisting of new and old members. 2 Cllrs remain unchanged.	Responded to Local Development Plans, consultations from Natural England, MoD, Network Rail, Forestry Commission, Highways England, and District and County planning applications. Influenced NYCC practice in relation to use of volunteers and some members directly involved in volunteering work. Ongoing liaison with Countryside Access Service.	Repurposing role and developing new LAF to include more structure Forward Plan and monitoring effectiveness and influence on Section 94 Bodies. Continuation of provision of strategic advice on access matters affecting NYCC's Countryside Access and Highways Services. LAF priorities for the coming year include HS2, ongoing NMU engagements on projects such as A59 Kex Gill and A66. Management of UUR network.	No	LAF purpose set out in statute. www.gov.uk/guidance/local-access-forums-role-of-the-local-authority	No budget; NYCC provides officer time for secretariat.	NYCC	BES contribute c.£10k per annum for secretariat support.	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Robert Heselline and Cllr David Jeffels - members	No	Ian Kelly	Michael Leah	L	M	L	L	M	L	n/a	
E Crime Project	BES	2, 3	To enable NYCC & City of York Council to deliver the national E-Crime sub project 1 in order to undertake E-Crime enforcement and to also co-ordinate national enforcement activity.	2016	Conviction of seven defendants in £40 million online fraud. Over 37 years of prison sentences handed down. First ever fines issued in relation to breaches of secondary ticketing legislation.	To deal with appeals in relation to fines for breaches of secondary ticketing legislation. To prosecute three trials for multiple defendants in £10 million+ secondary ticketing frauds.	No	NYCC and City of York Council.		Projected outturn for 2018/19 is £968k, funded by central government direct grant (£720k NYCC and £248k City of York Council).	NYCC	None	Yes - 12.5 FTE posts employed by NYCC.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Mike Andrews	Michael Leah	L	L	H	L	H	M	April 2017. No concerns noted.	
North Yorkshire, York and North York Moors Minerals and Waste Plan	BES	1, 2	Production of joint mineral and waste local plan (development plan document).	On-going	Progression of Examination in Public stage.	Finalisation of plan following Examination in Public.	No	Officer steering group. NYCC informal member input via the MWDF member working group and new Joint Member Working Group. Executive member/Executive sign-off at key project stages.		Circa £90k.	No official Accountable Body - joint responsibility, although NYCC would typically take lead role.	Circa £50k	No	Informal reporting to MWDF member working group and new Joint Member Working Group. Executive member/Executive sign off at key project stages.	Cllr Andrew Lee (Chairman of MWDF member working group)	No	Vicky Perkin / Matt O'Neill	Michael Leah	L	M	L	M	M	L	n/a
York & North Yorkshire Waste Partnership	BES	2, 3	Delivering efficient waste management services that are in the best interests of the council tax payers of York & North Yorkshire - annual cost (value) of waste management in the sub-region (Inc. Yorwaste) is circa £80M. Continue to ensure delivery and review of joint waste strategy 'Lets talk less rubbish'.	2012	Progressed project to look at a harmonised collection system across the partnership area. Commenced project to review scope of recyclable material collected across the area. Green Waste Incentives work completed	Continue work on collection systems projects.	No	Portfolio holders for waste management at each of the partner authorities; overarching governance through LGNY. No formal governance document however there is a Statement of Agreed Principles (SOAP).		Base budget is £28.5k made up of districts contributions	City of York Council	£0	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Ian Fielding	Michael Leah	L	H	L	L	H	M	April 2017. Ultimate governance through LGNY. Effective financial control. Detailed and clear strategy recorded and being adhered to. No concerns noted.

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95 Alive Road Safety Partnership	BES	2, 3	To make travelling in York and North Yorkshire safer, and act in a way that inspires the trust and confidence necessary to make people feel safer too. The role of the partnership is to develop, implement and oversee the strategies to deliver the vision.	2014	Delivery of partnership action plan, partly funded by OPCC surplus camera enforcement funds. Delivery of revised Speed Management Protocol (SMP). Developed joint partnership funding bid for 2018/19 Partnership Action Plan with OPCC Funding. Upgraded partnership website. Strengthened partnership with Highways England. Development of a more structured partnership delivery plan.	Secure future funding to deliver action plan. Deliver action plan priorities with reduced budget and staff. Further develop SMP, coordinated with Police roll out of community speed watch volunteer programme. Motorcyclist, cyclist, older and young driver safety programmes. Review bikeability training scheme funding. Review of public health funded programmes. Development of NYFRS Road Safety delivery programmes.	No	Lead partners - NYCC, North Yorkshire Police, Fire & Rescue, City of York, Highways England, Public Health. Supporting partners - local community safety partnerships and OPCC. Written governance document.		Each partner agency provides staff resource. No grant for 2019/20 (2018/19 grant £27.8k, 2017/18 grant £142K).	NYCC	NYCC fund officer time. NYCC Road Safety & Travel Awareness budget and Public Health budget closely allied to aims and delivery; total of £248k for staffing, resources and programme delivery.	Yes - 1 post employed by NYCC that supports the partnership (40%) and also works for NYCC (60%).	Annual report to Area Constituency Committees and Transport, Economy & Environment Overview & Scrutiny Committee. Reports to BES Executive Members on an ad hoc basis.	Clr Don Mackenzie - Road Safety and Cycling Champion	No	Fiona Ancell	Michael Leah	M M M M M	M	April 2017. Signed memorandum of understanding to govern partnership. No concerns noted.
North Yorkshire Timber Freight Quality Partnership	BES	4	Support the contribution of the forestry and timber industries to the North Yorkshire economy by ensuring that timber industries can access the timber resource whilst seeking to minimise the impact on the public road network, on local communities and on the environment.	Review of terms of reference is planned for 2019/20.	Restart of face to face communications between forestry industry and County Council with a meeting held in December 2018 and new FOP chair elected. Updated online Timber Routes Map.	Maintain open lines of communication between NYCC and forestry industry - hold a meeting in 2019. Update online Timber Routes Map where necessary and where officer resource allows. Undertake a governance review.	No	Outgoing Independent Chair Jeremy Walker chaired last meeting in November 2018. New external chair Will Richardson (Yorwoods, RDI) elected at meeting in November 2018. Attendance by Executive Member for Highways and Transportation, Senior officers from BES, timber hauliers, forest owners and agents. Written governance document.	www.timbertransportforum.org.uk/groups/north-yorkshire	Expenditure outlined in NYCC budget contribution.	NYCC	Hire of external venue for meetings (circa £60), honorarium was paid to outgoing Chair (approx. £400 plus limited expenses). Contribution circa £500 per year towards national timber routes map.	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Don Mackenzie - Executive Member for Access, as required.	Victoria Hutchinson / Andrew Bainbridge	Michael Leah	L L L L L	L	n/a	
Settle Area Freight Quality Partnership	BES	4	To provide an opportunity to develop a partnership approach to dealing with issues related to HGV traffic through the Settle Area and to utilise this partnership approach reach voluntary workable solutions through consensus and concession.	None undertaken.	Communication lines are open between quarries / haulage industry and County Council. Inappropriate Route signage installed for Haulage Operators in the Settle area.	Maintain open lines of communication between NYCC, "stakeholders" and quarrying / haulage industry. Hold a meeting of the Partnership	No	Officers from NYCC BES H&T, parish council representatives and quarry managers. Written governance document.	www.nyccpartnerships.org.uk/sa-fqp	Expenditure outlined in NYCC budget contribution.	NYCC	Officer time. Annual expenditure limited to hire of hall for meetings (usually 1 meeting each year, cost of hire circa £60 per meeting).	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Richard Welch - chair.	Neil Linfoot	Michael Leah	L L L L L	L	n/a	
Forest of Bowland Area of Outstanding Natural Beauty (AONB) Joint Advisory Committee (JAC)	BES	1, 2, 3	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area. NYCC is a relevant authority in legislation.	2018 Joint Advisory Committee meeting and review including renewal of management plan to 2024.	Management plan 2019/24. Delivered environmental improvement projects including traditional boundaries. Festival Bowland events held. Dementia Friendly project offers supported visit via rail to Gisburn Forest Dementia Friendly Trail. Work with NYCC PROW team to improve AONB routes. Landscape planning advice. Work with LNPs to extend and link up priority habitat within AONB.	Commence delivery of revised 5 year management plan (statutory requirement). Delivery of AONB environmental enhancement and improvement projects, continue working with NYCC PROW team to improve promoted AONB routes, peatland restoration, work with LNP on natural capital framework. http://forestofbowland.com/Management-Plan	No	Memorandum of understanding - JAC includes one NYCC elected member. There is also an Officers Steering Group.	www.forestofbowland.com/aonb.org.uk/joint-advisory-committee	Core Partnership Funding of £388k. 75% funding from Defra. Other contributions from Lancashire CC, 6 district councils and United Utilities. DEFRA funding confirmed until March 2020. Additional funds of c.£750k e.g. HLF, Defra Peatland Fund for projects.	Lancashire County Council	£5,430 a year.	Yes - 14 posts employed by Lancashire County Council.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Richard Welch - member of JAC.	Liz Small	Michael Leah	L L L L L	L	n/a	
Nidderdale Area of Outstanding Natural Beauty (AONB) Joint Advisory Committee (JAC)	BES	1, 2, 3	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area. NYCC is a relevant authority in legislation.	2018 Joint Advisory Committee meeting and review including renewal of management plan to 2024.	Renewal of 5 year management plan. Delivery of environmental enhancement and improvement projects. Delivery of £350K HLF "Wild Watch" grant and facilitation grant for Upper Nidderdale. Catchment sensitive farming projects, development of resubmission of National Lottery grant application for River Skell; restoration of Wath Mill; hay meadow restoration Washburn Valley; Dark Skies Tourism Festival.	Approval and first year of delivery of 5 year management plan (statutory requirement). Delivery of AONB environmental enhancement and improvement projects. Development of Stage 2 application for River Skell project working with National Trust, delivery of a connecting to nature project, development of a virtual schools project. https://www.nidderdaleaonb.org.uk/nidderdale-aonb-management-plan-annual-review	No	Memorandum of understanding - JAC including three NYCC elected Members.	www.nidderdaleaonb.org.uk/joint-advisory-committee	£473,220. 75% funding from Defra. £621,000 including external funding projects. Other contributions from Harrogate BC. DEFRA funding has been confirmed until March 2020.	Harrogate Borough Council	£14,800 a year. An additional approx. £4,000 comes from PROW joint projects.	Yes - 8 posts employed by Harrogate BC.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Mike Harrison, Clr Stanley Lumley and Clr Margaret Atkinson - members of JAC.	Liz Small	Michael Leah	L L L L L	L	n/a	

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Howardian Hills Area of Outstanding Natural Beauty (AONB) Joint Advisory Committee (JAC)	BES	1, 2, 3	AONBs were established in accordance with the National Parks and Access to the Countryside Act of 1949 and the Countryside and Rights of Way Act 2000. The statutory purpose of AONBs is to conserve and enhance the natural beauty of their area. NYCC is a relevant authority in legislation.	2018 Joint Advisory Committee meeting and review including renewal of management plan to 2024.	Renewal of 5 year management plan. Enhancement and improvement projects: Year 4 Monument Management Scheme; assistance with phase 2 of Ryevitalise project; completion of geodiversity survey, Rights of Way improvements, North York Moors Turtle Doves project. http://www.howardianhills.org.uk/about-us/management-plan-and-work-programme/	Delivery of environmental enhancements; assist delivery of Ryevitalise projects (if bid successful); management of key biodiversity and geodiversity sites; controlling invasive Himalayan balsam and rhododendron; natural flood management schemes at 2 villages; developing natural capital approach to management post-Brexit; significant Public Rights of Way partner project with NYCC and North York Moors NPA apprentices.	No	JAC includes two NYCC elected Members. There is also Officers Steering Group.	www.howardianhills.org.uk/about-us/partnership-and-funding/	£179,382 (2018/19). 75% funding from Defra. Other contributions from NYCC, Ryedale and Hambleton DCS, Historic England. DEFRA funding has been confirmed until 31st March 2020.	NYCC	£34,300 (2018/19).	Yes - 3 posts employed by NYCC.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Caroline Patmore and Cllr. Caroline Goodrick - members of JAC.	No	Liz Small	Michael Leah	L	L	L	L	L	L	L	n/a
North Yorkshire and York Local Nature Partnership (LNP)	BES	2, 3	To drive positive change in North Yorkshire and York's natural environment, taking a strategic view of opportunities linking benefits of environment, people and the economy. LNP strategy provides context for delivery.	2019 Review of key priorities for LNP.	Delivery of projects to underpin growth, rural economy and health. External funding bids for pollinator project, innovation on anaerobic digesters tackling green waste, mental health project on cornfield flowers. Natural Capital framework project initiated. Communication of government policies and funding to partners. Delivery of 11 community projects to enhance bio diversity.	Projects to deliver key priorities in health, economy and environment. Deliver health projects on school trails, Natural capital framework and data project in partnership with LEP. Biomass biodiversity anaerobic digester project, support farmers in biodiversity projects. develop landscape scale tourism and environmental improvements such as in the Swale and Ure areas.	No	Senior officers of key local partners. Terms of Reference Document.	www.nypartnerships.org.uk/lnp	£37,000 a year partnership spend on 2 year 0.5fte fixed term LNP Development Officer commenced 01/09/18. 2 year post joint funded by Local Authority Directors of Development in LEP area and LNP Board members.	East Riding of Yorkshire Council (for LNP Development Officer post).	No direct contribution on an on-going basis. Provision of office for LNP Development Officer.	Yes - 1 part-time post employed by East Riding of Yorkshire Council.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Liz Small	Michael Leah	L	L	L	L	L	L	L	n/a
North Eastern Inshore Fisheries and Conservation Authority (NEIFCA)	BES	1, 2, 3	Marine & Coastal Access Act 2009 - duty to champion and manage a sustainable marine environment and inshore fisheries. Partnership has a membership of 30 individuals including 13 local authority Members from 11 coastal local authorities (between Tyne & NE Lincolnshire).	2017 review of management activities at quarterly meeting	Support of Filey Brigg SPA conservation measures. Enforcement activity on non-compliant gear, vessels, premises and catches. Monitoring of dredging activity. Work to source funding to replace NE IFCA's main patrol vessel. Development of North East Marine Plan with Marine Management Organisation (MMO). Completion of marine bio-diversity research surveys.	Support conservation and improvement of Filey Brigg SPA and other Marine Protected Area sites including Flamborough Head. Annual performance measures prepared and reviewed by members. Enforcement and inspection activities. Continue on establishing marine stock numbers and methods to improve habitat and fish recovery. Continue to source funding to replace NE IFCA's main patrol vessel.	No	Reps from the 11 coastal Local Authorities, 14 members appointed by Marine Management Organisation and 1 member appointed by each of Marine Management Organisation, Environment Agency and Natural England.	www.ne-ifca.gov.uk/about-us/our-members	£1.2m. Funded by levy on coastal authorities.	East Riding of Yorkshire Council	£266,700 (£55,900 of which is received as a grant from Defra).	Yes. 15 staff employed by East Riding of Yorkshire Council	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr David Chance & Cllr Tony Randerson - members.	NYCC proportion of total levy is 22.2%, but only 2 members. Defra currently provides a grant of £55,900 to NYCC but this is not guaranteed to continue.	Liz Small	Michael Leah	L	L	H	L	L	L	M	April 2017. Clear constitution to formalise governance arrangements. Bring kept under review - last updated April 2016. Arrangements in constitution appear robust.
Welcome to Yorkshire (W2Y)	BES	2	NYCC contribute to W2Y as part of support for tourism in the region.	2011	New Website. Bike Hub & Bike Libraries in NY. Rural Tourism Campaign. Tour de Yorkshire race.	Market Town Campaign. Cultural Tourism - Yorkshire Festival. Tour de Yorkshire Cuisine tour. Food & Drink Promotion - NY food festivals, marketing campaigns etc. Development of cycle tourism. Tour de Yorkshire race. NYCC will review the outcome of the internal investigation currently being carried out by W2Y.	No	Public / private partnership. Written governance document.		£4.1m turnover in 2016/17. LA subs £452k.	W2Y	£84k	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	Future funding contributions / arrangements.	David Bowe	Michael Leah	M	L	M	L	M	M	M	May 2019 - see note at end of this appendix.
North Yorkshire - Cleveland Coastal Forum	BES	3, 4	To promote Heritage Coast for economy, tourism, natural beauty and enjoyment. 5 year Heritage Coastal Strategy. https://coastalforum.wordpress.com/	2014	Start of restructure of Coastal Forum by Scarborough BC with new priorities for coastal conservation and developments to be decided.	Restructure of Coastal Forum by Scarborough BC continued with new priorities for coastal conservation and developments to be decided. Initial discussions with relevant organisations about a possible widening of group into a Yorkshire Coast group. National Lottery Heritage Fund application submitted Jan 2019 to fund development of wider partnership.	No	Member representation from NYCC, North York Moors NPA, Redcar & Cleveland BC, Scarborough BC.	https://coastalforum.wordpress.com/2015/05/05/north-yorkshire-and-cleveland-heritage-coast-management-plan-2015-2020/	None, no financial activity in last 3 years	Scarborough Borough Council	£500 in budget, but not paid as no financial activity in last 3 years.	No.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Cllr Helen Swiers, Cllr David Jeffels and Cllr Joe Plant - members.	No	Liz Small	Michael Leah	L	L	L	L	L	L	L	n/a

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Yorkshire Derwent Partnership	BES	3,4	To provide environmental improvements for public and bio diversity to Yorkshire Derwent River Catchment in line with government policy and guidance.	2018	5 year catchment management plan approved. Projects to improve river catchment, stage 2 Ryevalise bid, tackling Yorkshire Invasive Species, EA grant funded Derwent Villages projects. Working with NE to hold events to engage land managers on the topic of soil health and sedimentation/water quality. Working with EA to upgrade the Barmby barrage nature reserve.	Delivery of first year of management plan: Invasive species treatments and development of volunteer groups. Delivery phase 2 Derwent Villages NFM projects. First Phase of Jugger Howe Project. Development of pilot project highlighting sediment reduction from agricultural land. £60,000 RFCC projects to be delivered. Delivery of National Lottery funded Ryevalise project if grant approved.	No	Representation from Local Authorities, DEFRA, relevant business and community bodies on Board, Delivery Group and officers steering group. Minuted meetings, terms of reference in place.	www.eastyorkshiretrust.org.uk/derwent-catchment-partnership.html	£80,00 revenue average from partnership members (inc Local Authorities, North York Moors NPA, Yorkshire Water Services Ltd). Capital expenditure on projects circa £60,000 and funded by partners and external funders..	NYCC	£25k (NYCC contribution spent in 2018/19). No new funds committed apart from £60,000 RFCC Levy grant held by NYCC.	Yes - 2 posts employed by Yorkshire Wildlife Trust.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	None	No	Liz Small	Michael Leah	L	L	L	L	L	L	L	L	n/a
North Yorkshire Flood Risk Partnership	BES	2	To coordinate and lead sub-regional activity aimed at reducing and managing flood risk.	2013	Support to the delivery of the Regional Flood and Coastal Committee (RFCC) capital programme. Strategic planning for flood risk.	Support to the delivery of the RFCC capital programme. Strategic planning for flood risk.	No	Member body with reps from Yorkshire RFCC, NYCC, City of York Council, Yorkshire Water, Environment Agency, and Internal Drainage Board core members. Written terms of reference - no formal decision making functions.		No budget	n/a	None	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr D Jeffels - member	No	Emily Mellalieu	Michael Leah	L	M	L	L	M	L	L	L	n/a
North Yorkshire Local Transport Body	BES	2, 3	To prioritise and oversee delivery of a programme of major transport schemes and to advise the Local Enterprise Partnership on transport priorities.	Assurance framework signed off by DfT.	The Local Transport Body no longer has a function either in terms of allocating money or managing already allocated money. Money previously allocated by it to the Harrogate Line Improvement was transferred to the LEP to oversee. The partnership is therefore not needed.	Formally 'de-constitute' the partnership.	No	Member body which has 2 NYCC, 2 District Council & 1 LEP voting representatives. Assurance framework signed off by DfT.		£9.6m capital allocation between 2015/16 & 2018/19.	NYCC	Officer time only (capital allocation is direct grant from Department of Transport).	No	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Don Mackenzie - member	No	David Bowe / Andrew Bainbridge	Michael Leah	L	M	H	L	L	M	M	April 2017. Audit in May 2014 concluded high assurance. No concerns noted. Further review/consideration will be given after devolution decisions and direction of the partnership is known.	
Transport for the North (TfN)	BES	1, 2, 3	Statutory Body (Sub-national Transport Body) for long term planning, development and implementation of pan northern transport infrastructure and services (incorporates Rail North with effect from April 2018).	Statutory Instrument creating TfN January 2018. TfN constitution agreed at the first full meeting of the TfN Member Board in April 2018.	Publication of the final approved TfN Strategic Transport Plan in February 2019.	Yet to be agreed by TfN	No	As set out in the TfN Statutory Instrument and constitution. Governed by the 20 Local Transport Authorities that cover the North.		c£10m annually agreed and provided by HMT.	TfN	c£2,500 contribution to Rail North which is now incorporated into TfN	Yes - 91.21 FTE posts and 45,60 FTE temporary posts employed by TfN as a statutory body.	No routine report to NYCC elected member body, any issues arising feeding in to County Council processes in the usual way.	Clr Carl Les - member; Clr Don Mackenzie - substitute member.	No	David Bowe / Andrew Bainbridge	Michael Leah	L	M	L	L	L	L	L	L	n/a
York, North Yorkshire and East Riding LEP Area European Structural and Investment Funds Committee	BES	1, 2, 3	Responsible for the strategic oversight of local investments of both the Structural (ERDF and ESF) and EAFRD Growth Programme Funds and their operational delivery in line with the Operational Programme and the strategic alignment to the LEPs Strategic Economic Plan and ESIF Implementation Plan.	2015	Outlined above under York, North Yorkshire & East Riding Local Enterprise Partnership. Total Programme £84.56m - contracted £34m, calls in process £39.6m, unallocated £12.2m.	Outlined above under York, North Yorkshire & East Riding Local Enterprise Partnership. Post Brexit the priority is ensuring that the full allocation is contracted by the time that Article 50 expires (29 March 2019). The priority is also ensuring delivery of contracted projects remain on track to deliver greatest impact in the region.	No	Membership is representative of various sectors including LEP, LAs, HE/FE, Key Sectors, Vol/Com, LEADER/Local Groups, Equalities and Diversity, Managing Authorities.		No budget for partnership management	DCLG	None	No	No routine report to NYCC elected member body, although any issues requiring decisions or reports will be fed in through normal processes.	Clr Andrew Lee - member.	No	James Farrar	Michael Leah	L	L	L	L	L	L	L	L	n/a
CYPS																											

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North Yorkshire Children's Trust Board	CYPS	2	The North Yorkshire Children's Trust Board represents all the agencies working with children and young people across the county. The Board provides strategic and operational direction to improve outcomes for all children, young people and families within North Yorkshire.	Future of the Board being considered as part of wider review of strategic partnership arrangements for children's services.	Focussed work around Social, Emotional and Mental Health, school readiness and child poverty/social mobility.	Board under review	No	Senior reps (mostly officers) of key local partners. Written governance document. Children's Safeguarding and Strategy Groups incorporated into Children's Trust Board arrangements.	http://cyps.northyorks.gov.uk/childrenstrust	Officer time funded by NYCC	NYCC	No	No	Executive as required. County Council sign off required for Children and Young People's Plan. Progress reports to Young People Overview and Scrutiny Committee.	Cllr Janet Sanderson - member.	No	Stuart Carlton	Howard Emmett	L	M	L	M	M	M	April 2017. Clear partnership agreement remains in place. No reported concerns. No concerns noted.
Local Children's Safeguarding Board	CYPS	1, 2	Section 14 of the Children Act 2004 sets out the objectives of LSCBs - to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and to ensure the effectiveness of what is done by each such person or body for those purposes.	Ofsted Inspection May 2014. The NYSCB action has been actioned. The NYSCB Business Plan is in place.	Continual development of practice guidance and one minute guides. Revision of vulnerability checklist threshold document. Implementation of new multi-agency e-learning Safeguarding Week Conference 2018 Commissioning of new/revised classroom based learning packages. Significant audit activity - practitioner, case file, schools.	Government published revised statutory guidance (Working Together 2018). This replaces local safeguarding boards with new arrangements which require LA, Police and CCGs to work with relevant agencies to safeguard and protect children. All three Safeguarding Partners have equal responsibility for fulfilling the role. Much of work of the Board and partners in the coming months will be to implement the changes.	No	Lead Member Children's Services, Senior Managers from CYPS and Partners. All the health trusts are now full members. 'Working Together 2015' gives a statutory membership.	www.safeguardingchildren.co.uk	£290k. Contributions from key partners - NYCC, Health, Police, Probation, CAFCAS, CDOP funding.	NYCC	£116k	Yes - 2 posts employed by NYCC.	Executive and Young People Overview and Scrutiny Committee.	Cllr Janet Sanderson - member.	No	Heather Pearson	Qingzi Bu	L	M	H	H	H	M	April 2018. LSCB continues to have robust suite of governance documents which are regularly reviewed and updated. No concerns.
North Yorkshire Schools Forum (formerly Education Partnership)	CYPS	1, 2, 3	The schools forum was established to provide schools with greater involvement in the distribution of funding within their local authority and to act as a consultative and advisory body in relation to school funding. Since the Forum became the Education Partnership it also holds the four Improvement Partnerships to account for performance and impact of allocation of funds.	Reviewed on an ongoing basis upon receipt of relevant DfE guidance. Date of last review - October 2017	Agreement of new national funding formula methodology. Lobbying at national level regarding school funding and High Needs Block funding. Work to develop proposals to establish the North Yorkshire Learning Trust	Offer advice and guidance on national funding formula consultation. Support the priorities of the Improvement Partnerships to improve performance of all childminders, settings & schools and to build capacity. Focus on developing a sector led model and system leadership.	No	Comprises reps of headteachers & governors from secondary, primary & nursery schools (including academies and PRS), staff associations (UNISON & teacher unions), early years & childcare providers, Church of England & Roman Catholic dioceses, chairs of the Improvement Partnerships. Written constitution.	cyps.northyorks.gov.uk/nyep	£100k	NYCC	£100k (DSG)	No	Cllr Janet Sanderson and Cllr Patrick Mulligan (Executive Members) and Young People Overview and Scrutiny Committee - as required.	Cllr Janet Sanderson - member (non-voting); Cllr Patrick Mulligan member (non-voting).	No	Marion Sadler (Clerk)	Howard Emmett	L	H	M	M	L	M	April 2017. No concerns noted. Effective constitution and clear guidance over its remit. Regular meetings being held and outcomes reported.
North Yorkshire Youth Justice Service (Management Board)	CYPS	1,2,3	To provide strategic direction and resourcing to enable the Youth Justice Service to meet its principal aim of preventing offending by children & young people. Section 38 of the Crime & Disorder Act 1998 places a duty on the Local Authority, acting in cooperation with other statutory partners, to ensure the availability of youth justice services for their area.	2017	Strong progress against majority of performance indicators contained within annual Youth Justice Plan including significant reduction in number of first time entrants into criminal justice system, excellent rates of victim participation and satisfaction, greater use of restorative practice. Successful integration of YJS within Prevention Service.	Uncertainty regarding ongoing funding, therefore limited opportunity for long term planning. Uncertainty as to which of the recommendations contained with the national review of the Youth Justice System will be implemented. Focus on reducing the rate and frequency of re-offending, which remains stubbornly high, and continuing to reduce the number of first time entrants into the youth justice system.	No	Lead Member Children's Services, Senior Managers from CYPS and Partners.		£2.5 million (including value of seconded staff). Expenditure funded by statutory funding partners (NYCC, Police, Probation, Health) together with grant funding from the Youth Justice Board.	NYCC	£1.2 million.	No	Cllr Janet Sanderson and Cllr Patrick Mulligan (Executive Members) and Young People Overview and Scrutiny Committee - as required. Annually to Full Council.	Cllr Janet Sanderson - member of Management Board.	No	Stuart Carlton (Chair of the Management Board).	Christian Player	L	M	M	H	M	M	April 2018. Deficit covered by reserves. Partners' contributions clear & honoured. Sustainable following service changes. Arrangements suitable but review in 2019.
North Yorkshire Coast Opportunity Area	CYPS	2,3	To oversee, direct and advise investment in the North Yorkshire Coast to improve social mobility. Funding of £6.7M over 3 years will be provided by the Department for Education (DfE). DfE have granted NYCC the funding, decisions on how it is allocated and spent thereafter has been delegated to the Programme Partnership Board	Partnership Board established July 2017	Delivery Plan agreed with DfE and published. 70% of the total funding has been allocated to projects, with most underway. Plans in place for the remaining spend. Priority areas of spend include: extension of speech, language and communication support in primary schools, recruitment support for teaching posts, additional extra-curricular activities and the creation of a Literacy Hub.	On-going implementation of the Delivery Plan. Priorities are: Early Years; maths; literacy; and more good secondary school places. Priority areas for 2019/20 include: support to reduce the number of exclusions in secondary schools, further incentives to recruit teachers and the implementation of support to boost outcomes in literacy and numeracy	No	Chair Sir Martin Narey. NYCC represented on the Board by Stuart Carlton and Martin Kelly		c.£2M provided by DfE.	Shared accountability between NYCC and DfE	This work is aligned with the existing NYCC commitment to the Scarborough Pledge (c.£0.75m). No additional contribution is made to the Opportunity Area	Yes - 1 post employed by NYCC.	Cllr Patrick Mulligan (Executive Member) every 6 months.	None	No	Richard Benstead	Howard Emmett	L	M	M	H	M	M	April 2018. Detailed delivery plan. Properly constituted board with suitable representation from the education sector. Funding from DfE. No concerns to note.
HAS																									

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Transforming Care	HAS	1	To prevent admissions into Learning Disability (LD) specific in-patient beds. Facilitate timely discharge and community resettlement for people with complex LD and/or autism with behaviours that challenge including those with a mental health condition.	None undertaken.	Building the Right Support Community Model identified. Clear information relating to people impacted in North Yorkshire and York. Key workstream areas identified to progress.	Continuing to develop the work streams of: workforce, working with providers, community models and pathways for young people in transitions. Discharge of people who have been in inpatient beds for 5 years plus and ensuring effective preventative plans in place to avoid unnecessary admissions.. Ensuring that timely and appropriate care and treatment planning is in place.	No	HaRD CCG on behalf on behalf of three CCGs plus Vale of York CCG, Tees Esk Wear Valley NHS Trust, NYCC, City of York Council, NHS England specialist commissioners. Agreed Terms of Reference.		Managed within partner agency resources	HaRD on behalf of CCGs	There will be financial implications regarding individuals' care packages.	No	Elected members on Health and Wellbeing Board as required.	None	No	Rachel Bowes / Helen Thirkell	Anton Hodge	M M M M M	M	April 2018. No governance concerns. Commissioning undertaken by HaRD CCG (also accountable body). Focused on ensuring partners' work is complimentary.
Care Alliance Workforce Development	HAS	2	Support and Develop a skilled Adult Social Care workforce in all sectors in North Yorkshire and City of York	None undertaken.	Terms of Reference reviewed and refreshed. ICG have been elected to Chair and Angela Thompson, Skills for Care will be Vice-Chair	Recruitment and retention sector wide. Act as a voice to speak for social care.	No	NYCC, City of York Council, Skills for Care, ICG, private, voluntary and independent sector providers, Health Education England, Jobcentre Plus.	www.cawd.org.uk	No regular income. External grant funding received for specific projects.	NYCC	None	No	No routine report to NYCC elected member body, any issues feed in to County Council processes in the usual way.	None	Objectives of the partnership are reliant on external fundraising or goodwill of partner organisations.	Sally Lichfield	Anton Hodge	L L L L L	L	n/a
Health Protection Assurance Group	HAS	2	Oversees the health protection plans and arrangements and provides assurance to NYCC and the Health and Wellbeing Board. The Group is North Yorkshire vehicle to oversee a statutory function, statute does not require a group.	December 2017. Changes were made to the number and nature of the sub groups.	Health Protection partnerships in North Yorkshire have been mapped and fully documented eg chairs and terms of reference. Assurance framework is in place and evidence base in order to qualify levels of assurance. Considering available funding streams including Workforce Innovation Fund.	Identifying vulnerable people in emergencies. NYCC Screening and Immunisation Local Improvement Plan. NYCC Pandemic Flu Plan. Screening Programme Mapping update. Develop a North Yorkshire & York Mass treatment and vaccination plan.	No	Director of Public Health NYCC (Chair), Director of Public Health City of York Council, Public Health Consultants, Public Health England, Chief Environmental Health Officer rep, CCGs rep. NYCC Emergency Planning, NHS England Health Emergency Planning, Director for infection control and prevention from NHS provider trusts.		Existing partner agency resources - joint commissioning of community infection control team with HaRD CCG as lead commissioner.	NYCC	None	No	Cllr Caroline Dickinson (Executive member for Public Health) - as required.	None	Capacity within each individual organisations to respond and challenge of multi-agency operationalising of outbreak plans.	Lincoln Sargeant	n/a	L L L M M	L	n/a
Involvement forums (NY Learning Disabilities Partnership Board (NYLDPB) and NY Disability Forum (NYDF))	HAS	2, 4	Visible public engagement on services and stronger user voice and influence. The Over 50's Forums and North Yorkshire Forum for Older People are independent, although receive funding from NYCC.	Boards regularly review the work they undertake; board development is on-going.	The partnerships continued to contribute to a wide range of consultation, engagement and design, including online developments. A number of user-led projects and initiatives, and increased confidence to engage directly with other serviced and agencies on key issues. Excellent examples of local initiatives co-designed/co-produced.	To scope and agree approaches to cover engagement; to increase membership of forums and support increased member activity; to support these forums which are working towards becoming constituted groups.	No	Self advocates, community members, service users and carers, NYCC officers, other statutory agency reps. Written governance documents.	www.nypartnerships.org.uk/adults	Approx. £170k	NYCC but some groups moving towards being independently constituted.	£170,000	Yes - 5 part-time posts employed for NYLDPB by KeyRing Living Support Networks.	None	No	Louise Wallace	Anton Hodge	L L M L M	L	n/a	
North Yorkshire Drug and Alcohol Partnership Group	HAS	2	Strategic advisory and reference group on drug and alcohol misuse. Inform the development of the alcohol strategy. Inform the development of drugs strategy. Gather intelligence to inform strategy development and implementation plans, and delivery of services. Oversee implementation of strategies.	2018	Reviewed structure of meetings and membership. Meet 3 times per year. Addresses key national priorities - supply and enforcement; prevention; and services and interventions. In process of agreeing overarching priorities which will form basis of partnership plan.	Development of partnership plan	No	Chair: Director of Public Health NYCC, Members, Police, Prisons, DISC, New Horizons, Partnership, Compass Reach Commissioning Unit, Community Pharmacy, Yorkshire Ambulance Service, District Councils, National Probation Service, Office of Police and Crime Commissioner.		No funding of its own. Provides strategic direction to resource allocation.	NYCC	c£5m Public Health	No	Key developments within portfolio is reported to Cllr. Dickinson during PH KITS. Report to Scrutiny Committees on specific work programmes at least annually - specifically Care & Independence.	None	No	Lincoln Sergeant	Anton Hodge	L M H M M	M	April 2017. Terms of reference agreed and in place for the group. The terms are concise, but adequate for a group which has no independent funding.

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Safeguarding Adults Board	HAS	1	To provide strategic leadership for Adult Safeguarding arrangements and to challenge and quality assure partner agencies safeguarding practice.	2018 - revised structure.	Increased awareness in the wider community of how to recognise abuse as a result of Safeguarding Week on cross Board and North Yorkshire and York footprint. Implementation of Learning and Improvement Framework resulting in more strategic approach to culture of continuous learning. Review and streamlining of Multi-Agency Safeguarding Policy and Procedures.	Work more closely with communities to develop strategies and whole community approach to prevention of abuse and help improve services. Implement and embed the new Multi-Agency Safeguarding Policies and Procedures. Ensure the accountability of all partner working with adults at risk of abuse. Develop North Yorkshire's response to national priorities.	No	Strategic Board: NYCC, Police, CCGs, District Councils, ICG, Health Trusts, Healthwatch, NHS England, Director of Public Health, Four sub groups involving statutory partners plus District Councils, Probation, ICG, NYFF, Fire and Rescue, Health Trusts NHS England, LCSB.	www.nypartnerships.org.uk/sab	Three statutory partners - NYCC, Health and Police contribute £20k each towards the cost of running the SAB.	NYCC	£20k	Yes - 18 month fixed term contract post to co-ordinate implementation of policy and procedures, employed by NYCC.	Annual Reports to Care and Independence Overview and Scrutiny Committee and Health and Wellbeing Board.	Cllr Michael Harrison - in attendance.	Organisational priorities and financial constraints impact on partners abilities to support / implement the SAB strategic outcomes / work programme.	Louise Wallace	Anton Hodge	L	H	L	H	H	M	May 2019. Review due April 2022 but, in light of a revised structure introduced in 2018, the review will be brought forward and completed before next year's annual report.
Health and Wellbeing Board (HWB), Delivery Board, and Integration Forum	HAS	2, 3	To oversee the development and implementation of the priorities agreed and set out within the Health and Wellbeing Strategy. To improve the health and care outcomes for the people and communities of North Yorkshire.	2014	Reviewed ways of working. Hosted mental health summit encouraging strong focus on mental health and wellbeing across county. Developed digital strategy "My Health My Tech" and engaging with the public to deliver this. Hosted housing and health workshop considering how housing can impact upon physical, mental health and wellbeing. Workshop considering issues relating to the care market.	The board will continue with a thematic approach to the business of the board and particularly in relation to mental health and the digital strategy	No	NYCC, Clinical Commissioning Groups, representative from District Councils, NHS providers, Voluntary and Community Sector, NHS England, NY Healthwatch.	www.nypartnerships.org.uk/hwb	No funding of its own but it has oversight of the Better Care Fund (BCF) pooled budget and strategic direction for investment against HWB priorities.	Accountability rests with individual organisations for delivery of HWB plans.	None	No	Health and Wellbeing Board. The Board meets 6 times per year, with a balance of public meetings and development sessions.	Cllr Michael Harrison - Chairman, Cllr Janet Sanderson and Cllr Caroline Dickinson - members.	The complexity of accountability resting with individual member organisations and the fact that there can be competing interests.	Louise Wallace	Anton Hodge	L	M	H	M	H	M	May 2017. Clear governance arrangements in place. Regular board meetings held and statutory functions are being properly fulfilled. Joint strategy updated and published. No concerns.
Seasonal Winter Health Strategic Partnership	HAS / CS	2	Multiagency partnership, leading and developing strategy and linking to existing partnerships which aim to improve and maintain health during the winter months and reduce excess winter deaths and fuel poverty.	2016	A winter conference was held that informed a new action plan for 2018 - 2020. Successfully bid for £268,529 from the Warm Homes Fund to provide first time central heating systems in 108 households. Also successful in receiving over £300,000 from British Gas Energy Trust to deliver home visits and awareness raising sessions. Comprehensive flu programme delivered for social care staff.	Annual event will be held in May 2019. Reviewing strategy in preparation for 202. Work will take place to monitor and increase uptake of the flu vaccine amongst social care staff. Applying for over £300,000 to increase provision through the warm and well single point of contact.	No	Members: NYCC officers, A&E Boards (replaced Local Resilience Groups), CCGs, District Council Winter Weather Groups, NHS Capacity Planning Groups, NHS Foundation Trusts, Voluntary Sector, Blue Light Services, Health Watch. The partnership feeds into the Health and Wellbeing Board and the North Yorkshire Local Resilience Forum.	www.warmandwell.org.uk/Abo-ut-Us	Public Health Grant £50k and any additional external funding bids made by the partnership.	NYCC	£50k	Yes - 2 part time posts employed by Mid-North Yorkshire Citizens Advice.	No routine report to NYCC elected member body, any issues feed in to County Council processes in the usual way.	None	Accountable body to be determined for additional funding bids made by the partnership.	Kathryn Ingold	Anton Hodge	L	M	M	L	L	L	n/a
Healthy Weight, Healthy Lives	HAS	2	To deliver against the six priorities set out in the Healthy Weight, Healthy Lives Strategy and implementation plan across the obesity system in North Yorkshire	Established February 2018	Established multi-agency steering group in February 2018. Produced the first annual report that highlighted whole-system, partner, achievements under each of the strategic priorities. Steering Group agreed 19/20 action for each strategic priority.	Maintain commitment and energy of steering group partners to contribute to the whole system approach leadership for the agenda. Facilitate partners to deliver and report on agreed action under each strategic priority.	No	The Steering Group is accountable to the Health and Wellbeing Board. Working groups/place-based groups; task and finish groups will feed into the Steering Group.		No additional investment - utilisation of existing assets across multiple partners.	Health and Wellbeing Board	None	No	Elected members on Health and Wellbeing Board - as required.	None	Yes, engaging with the NHS to ensure referrals for people at risk.	Katie Needham / Rachel Richards / Ruth Everson	Anton Hodge	L	L	M	L	L	L	n/a
Integrated Planning and Commissioning Board in Hambleton, Richmondshire and Whitby	HAS	2,3	To shape commissioning priorities to meet the health and wellbeing needs of the local populations underpinned by Section 75 agreements (Section 75 of the Health and Social Care Act 2006).	Established July 2017.	Agreeing the Section 75 agreements and developing commissioning strategies. This board has focused on frailty and pathways such as discharge to assess strengthening integration across health and social care	Further developing and implementing commissioning strategies. Key issue is challenging financial position for CCGs affecting ability to engage.	No	Senior officers of HAS and respective CCGs.		Initially £100k, potentially over time all that is in the scope of Section 75.	CCG and NYCC through Section 75 agreement.	Initially £50k, potentially over time all that is in the scope of Section 75.	No	Cllr Michael Harrison and Cllr Caroline Dickinson (Executive Members) - as required.	None	No	Richard Webb	Anton Hodge	L	M	M	M	M	L	n/a

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Integrated Planning and Commissioning Board in Scarborough and Ryedale	HAS	2,3	To shape commissioning priorities to meet the health and wellbeing needs of the local populations underpinned by Section 75 agreements (Section 75 of the Health and Social Care Act 2006).	Established July 2017.	Agreeing the Section 75 agreements and developing commissioning strategies. The board has considered a range of issues throughout the year including mental health, wellbeing and the BCF/BCF. Jointly appointed to a commissioning manager post to focus on this area.	Further developing and implementing commissioning strategies. Key issue is challenging financial position for CCGs affecting ability to engage.	No	Senior officers of HAS and respective CCGs.		Initially £100k, potentially over time all that is in the scope of Section 75.	CCG and NYCC through Section 75 agreement.	Initially £50k, potentially over time all that is in the scope of Section 75.	No	Cllr Michael Harrison and Cllr Caroline Dickinson (Executive Members) - as required.	None	No	Richard Webb	Anton Hodge	L M M M M	L	n/a
Integrated Care Systems / Sustainability and Transformation Partnerships (three partnerships)	HAS	2, 3	NHS led partnerships across 3 areas covering parts of North Yorkshire and much wider areas. These partnerships are focused on integrating health and care systems across tertiary, acute, primary and community care. The 3 partnerships covering North Yorkshire are Cumbria and the North East; West Yorkshire and Harrogate; and Humber Coast and Vale.	N/A	The 3 partnerships are in different stages of development. NYCC has signed up to an MOU with the West Yorkshire and Harrogate ICS.	The priority is for each of the areas to become fully functioning ICSs by 2020 to help to deliver the NHS plan and a controlled total for the health organisations in each of the respective patches.	No	Chief Executive and the Director of Health and Adult Services as his deputy	Each ICS has their own terms of reference	n/a	n/a	None	No	None	Cllr Harrison is a member of the wider Harrogate and West Yorkshire partnerships with other elected members across the region	No	Richard Webb	Anton Hodge	L M M M M L	L	n/a
North Yorkshire and York Systems Leadership Executive	HAS	2, 3	This partnership is a new partnership focused on NHS and local government leaders working together across the system to integrate health and care. This relatively new board is aspiring to develop into an integrated care partnership.	n/a	Establishment of the partnership.	To develop a work programme	No	Chief Executives of all NHS organisations across North Yorkshire and the Chief Executives of North Yorkshire Councils		n/a	n/a	None	No	None	None	No	Richard Flinton	n/a	L M M M M	L	n/a
<p>Legal Services governance review of Welcome to Yorkshire (May 2019):</p> <p>This partnership was not yet due for further review, but there are clear concerns arising from the publically known independent investigation being undertaken concerning payment of expenses to certain people who have held senior management roles within Welcome to Yorkshire. It is understood that BDO are preparing a report into the expense concerns whilst Clarion solicitors are reporting on the culture, management, processes and governance. These reports are expected to be concluded by the end of July 2019. At the time of the last review (April 2017), no concerns were held against this partnership. NYCC are not the accountable body for the partnership. A written governance document was in effect which appeared robust and Welcome to Yorkshire, as a registered company, complied with its filing requirements including the submission of full accounts duly audited by an independent auditor, KPMG. Legal Services will endeavour to seek to obtain a copy of the reports of BDO and Clarion once the investigations are completed and will thereafter conduct a further governance review having regard to any comments or recommendations made within those independent investigatory reports. It is both hoped and expected that Welcome to Yorkshire will accept and implement any recommendations that are made and our next review will look for evidence of this.</p>																					

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE****21 JUNE 2019****PROCUREMENT AND CONTRACT MANAGEMENT UPDATE****Report from Corporate Director, Strategic Resources****PURPOSE OF THE REPORT**

- 1.1 To provide Members with an update on the work of the Procurement and Contract Management Service, including key achievements, recent activity and progress on delivery of the Procurement and Contract Management Strategy.

2.0 BACKGROUND

- 2.1 The Council spends over £400m externally each year across both revenue and capital and it is the Council's responsibility to use this money in the best way possible to achieve its objectives, especially during these years of austerity.
- 2.2 The Council continues to have good visibility on where money will be spent in the upcoming months / years through the Forward Procurement Plans (FPPs). FPPs allow Directorates (and their corresponding Senior Category Manager) to have an oversight of approaching procurements. As a result, resources and specialist support is deployed appropriately to deliver good procurement across the Council's external expenditure.
- 2.3 Alongside this, the procurement manual, the gateway process and the procurement documentation that supports these processes provide strong and appropriate governance. This ensures that due process is always undertaken.
- 2.4 Procurement and contract management at the Council is based on the category management model. Categories are groups of products or services that share common characteristics and supply base. Category Management is a strategic, market focused and data driven approach where supply chain intelligence is used to align business requirements and supply chain capability.
- 2.5 The benefits of effective, intelligence driven procurement and contract management are immense for both the Council and its supply chain. Good procurement and contract management ensures cost effective, reliable and timely goods / works / services are provided at an agreed price and a level of quality consistent with the Council's requirements. Ongoing, good quality contract management also ensures that legal standards, financial probity and management accountability are adhered to whilst maintaining good supplier relationship management.

3.0 KEY ACHIEVEMENTS AND RECENT ACTIVITY

Leadership

- 3.1 The Council continues to play a leading role in procurement and contract management, both regionally and nationally. The Head of Procurement and Contract Management is the Chair of the YorProcure Strategic Procurement Group (SPG). SPG is made up of twenty five public sector bodies in the Yorkshire and Humber region and is accountable to the Yorkshire and Humber Chief Executives Group.
- 3.2 Through chairing this group, the Council has played a key role in developing the National Procurement Strategy for Local Government, and represents the region on the Local Government Association National Advisory Group for Procurement, and the Cabinet Office Public Sector Procurement Working Group.
- 3.3 SPG also has a number of regional category groups, which aim to use collaboration and shared intelligence to drive market shaping and improved value for money. A member of the Procurement and Contract Management Service leads the Health and Social Care group, with an estimated regional spend of £2.1bn.
- 3.4 The Procurement and Contract Management Service recently won the GO National Procurement Leadership of the Year Award for Local Government. The awards are the UK's premier procurement awards, recognising outstanding achievement in procurement across the public sector. The team also received the highly commended GO National Procurement Team of the Year Award for Local Government.
- 3.5 The judging panel, made up of eleven of the country's leading procurement experts, recognised our achievement in leadership and performance alongside fellow winners and highly commended entries from across the public sector.

Brexit

- 3.6 The EU and UK have reached agreement on the UK's terms of withdrawal and on the framework for future relations, although as it currently stands it is unclear if this will be agreed by Parliament. Therefore, there is still a real possibility of a no-deal Brexit.
- 3.7 In the event of a no-deal Brexit, it is highly likely the Council would start to see significant price uncertainty and increases in some supply chains which could be very difficult to accommodate. Some suppliers may well be suffering price pressure and distress in their own supply chains, while others may use the cover of price fluctuations from currency / tariff related issues to implement unwarranted price increases.
- 3.8 As part of prudent and proportionate planning, the Procurement and Contract Management Service implemented an emergency addition to the current Procurement Gateway Process as of 1 January 2019.
- 3.9 This additional process is aimed at mitigating uncontrolled acceptance of contract price increases due to price fluctuations from currency / tariff related issues, real or otherwise. In summary, the initial answer to any contract variation price increases is no, unless it can be demonstrated as fair and reasonable in line with the contract price clauses, and most importantly is affordable to Council.

- 3.10 In addition, the Council continues to take steps to carry out sensible and proportionate planning for the anticipated outcome of Brexit negotiations. As part of this work, the Procurement and Contract Management Service are ensuring key suppliers are taking a managed approach to business continuity and financial resilience.

Contract Management

- 3.11 Contract Management is a key area of focus for the Council. Good contract management requires “whole life” thinking about the contract, starting from identifying the need for provision, running through to the procurement of the goods / works / services. This is then followed by ensuring delivery of the contract to specification, improving the contract, and ending in a review of the effectiveness of the arrangements.
- 3.12 Contract managers must challenge contracts that are not delivering. However, insufficient time is being spent on both contract and supplier relationship management, meaning opportunities for improvement are missed. This is due to issues such as cultural fear to challenge, lack of time and insufficient confidence or skillset to deal effectively with the supplier.
- 3.13 In an effort to provide increased corporate support for contract management across the Council, three new posts have been created in the Procurement and Contract Management Service. These Assistant Contract Officer posts will provide additional contract support capacity, extending the ability of the Procurement and Contract Management Service to help increase skills and drive greater focus on contract and supplier relationship management.
- 3.14 Other practical actions undertaken to support improved contract management across the Council include the implementation of a Contract Management Practitioner Group, and the preparation for the roll out of a contract management e-learning course for Officers. These actions will lead to increased education, confidence and awareness.

Major Supplier Monitoring System

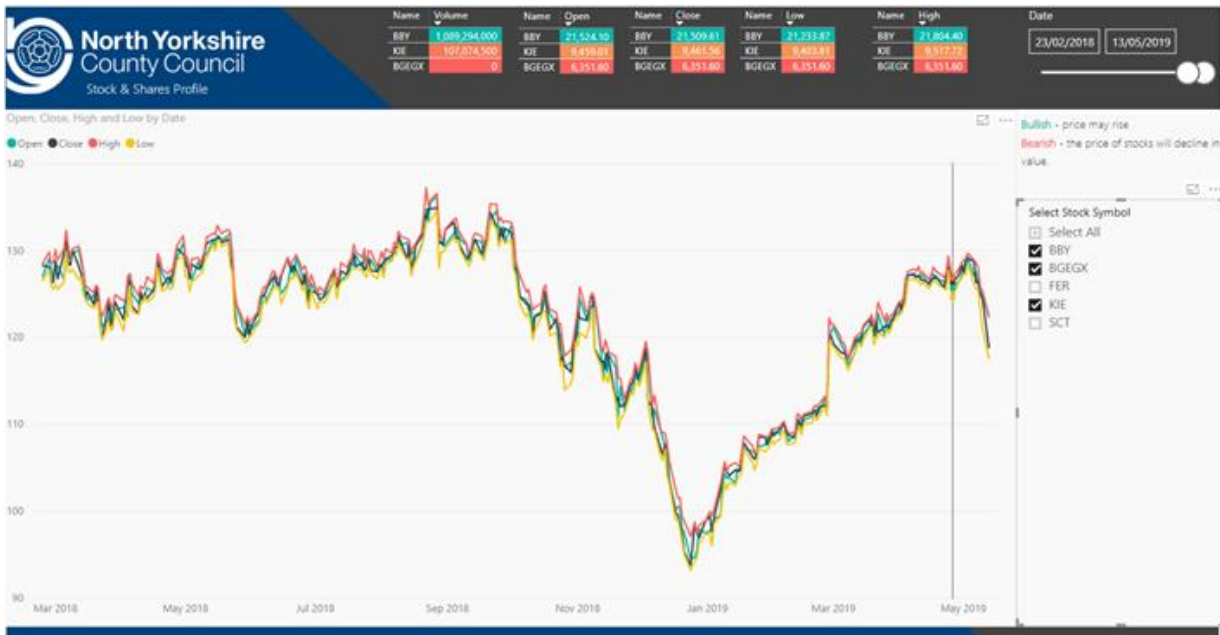
- 3.15 It is now well understood that supplier failure can have a far-reaching impact on an organisation. As supply chains continue to become more interconnected, their vulnerability to failure and disruptions also increase. A major supplier failure, such as when Carillion went into liquidation, created huge operational upheaval for exposed organisations.
- 3.16 As part of the Category Management Theme of the Procurement and Contract Management Strategy, the Council is looking to build a tool to provide real time supplier financial and risk monitoring. The intention is to provide improved visibility and transparency within our supply chain. This will enable supply chain risk to be proactively identified and managed.

Base Dataset

- 3.17 Development continues into building the base dataset for this tool. Dataset areas have been identified and prioritised for development by the Procurement and Contract Management Service. The formal means of sourcing, capturing and delivering each dataset continues and is currently handled by the Technology and Change Service.

Dashboard Basics

- 3.18 Below is an example of how one of the base datasets (e.g. share price) could be displayed as an information source prior to any intelligent interpretation:

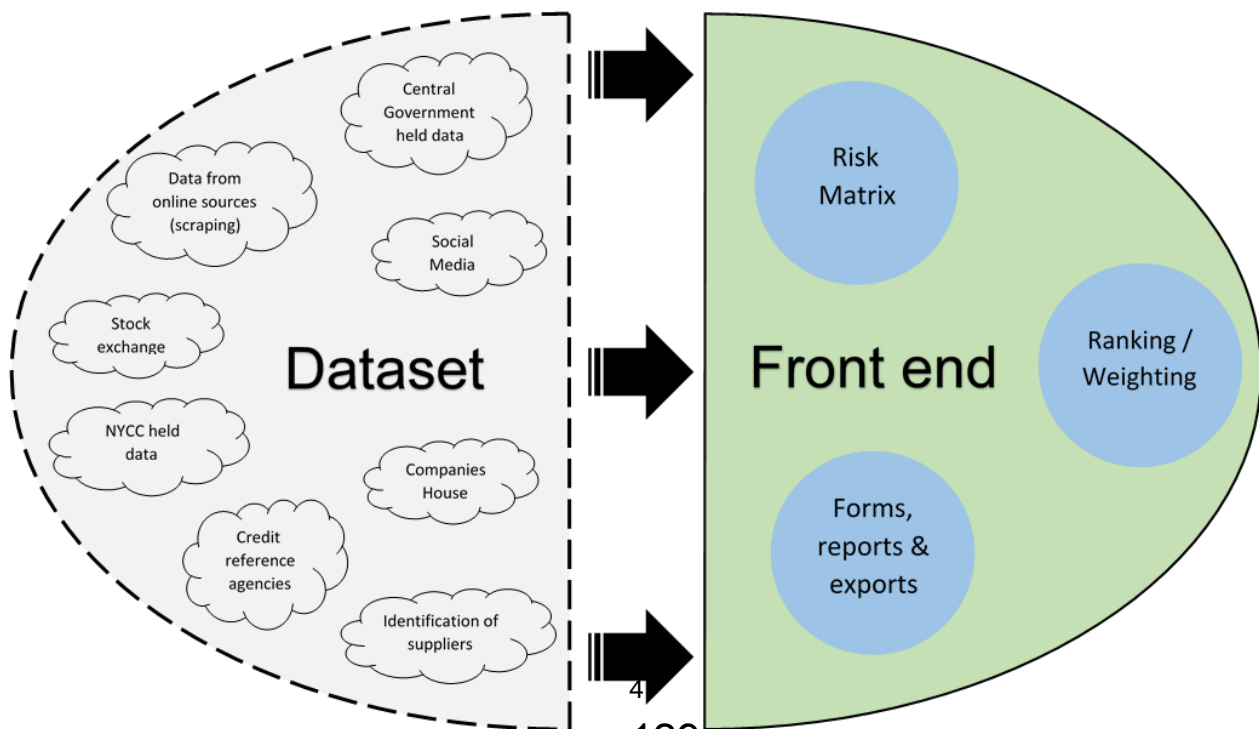


Front End Interaction

- 3.19 The next major development challenge is taking the unintelligent base datasets and systemising the required forms and data entry touch points. This will then facilitate the development of the risk algorithms around:

- Financial exposure
- Impact to BAU
- Category Exposure

This can then be tuned to highlight those suppliers who are critical to the successful business functionality of the Council.



4.0 PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY PROGRESS

4.1 The Procurement and Contract Management Strategy takes into account the need to consider procurement much more widely than the sourcing, evaluation and award processes and is summed up in the vision statement which is:

“Working collaboratively to deliver efficiencies, value for money and sustainable quality through a proactive commercial approach to procurement and commissioning for the communities of North Yorkshire.”

The strategic aims, objectives and priorities are identified and described under 6 themes, which are:

- 1) **Category Management**
- 2) **Technology**
- 3) **Policy and Process**
- 4) **Contract Management**
- 5) **People and Skills**
- 6) **Social Value**

Further detail around the different themes of the strategy can be found in **Appendix 1**.

4.2 These themes are not designed to work in isolation, and there are a number of positive ambitions associated with these themes which will be delivered over the life of the strategy:

- Master category sourcing plans – People, Place & Professional.
- Unparalleled increase in supply chain intelligence and understanding
- Achieve savings and value for money for the communities of North Yorkshire
- Support the delivery of quality outcomes for service users
- Support the wider ambitions of the Council and its partners
- Develop a very deep understanding of user needs
- Influence and operate commercially, understanding supply market capabilities.
- Practice robust contract management
- Attract suppliers of all sizes and from all sectors to want to work with the Council
- Attract procurement professionals to want to work for the Council, and
- Be recognised nationally as a procurement centre of excellence and expertise.

4.3 The Strategy complements and supports the work of the 2020 North Yorkshire Programme and links to a number of the cross cutting themes, such as commercial focus and partnership working.

4.4 This strategy will help ensure that commercial arrangements and contracts awarded by the Council provide the very best value for money. We will also use our procurement spend to provide the very best social value for our communities.

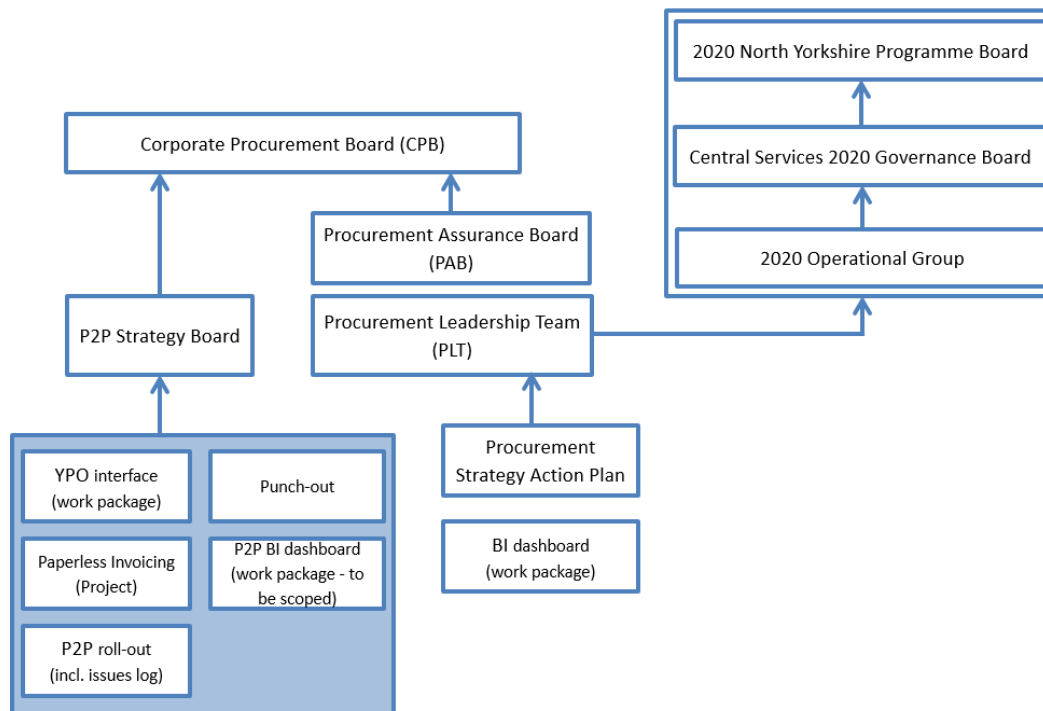
Strategy Action Plan

4.5 The procurement and contract management strategy is being implemented through the activities detailed in the Strategy Action Plan, which can be found in **Appendix 2**.

4.6 The Action Plan has been developed around the themes referred to in Section 4.1. Each theme has been broken down further into a number of actions. These actions link directly back to the strategy, particularly around the following parts:

- What we will achieve
- What we need to do to achieve the vision.

4.7 The actions are based around the principles of ‘SMART’ and have a time frame for completion. The Corporate Procurement Board is accountable for the delivery of the Action Plan and monitors Key Performance Indicators on a quarterly basis, in line with the governance structure set out below.

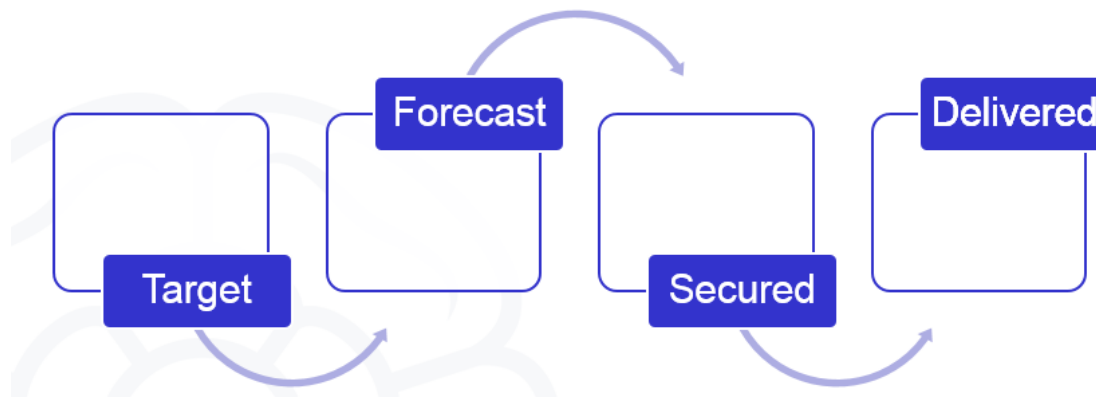


4.8 The 2018/19 Procurement and Contract Management Strategy Action Plan KPI outturn figures can be found in **Appendix 3**.

2020 Savings

4.9 Throughout the Strategy’s life and its progression there will be a number of overarching corporate priorities. These include procurement savings which were set at an additional £1.15m by the end of 2020. This is the first time that the procurement function has been given a target to reduce budgets by a cash target, as previously savings were recorded as procurement savings but remained cash reductions within Directorate budgets. Procurement was therefore used as an enabler of savings, rather than a direct deliverer of savings.

4.10 The following approach is used to record procurement savings:



1. Target

At the very start of the procurement process there should be a target that applies to the project – this will be applicable normally only in the higher value tenders where detailed market analysis has taken place / is possible. This may be imposed (a Directorate or Service Area may have to maintain the same levels of service with a 5% drop in budget), or aspirational (aiming to achieve a 2% improvement on the current delivery cost).

2. Forecast

As the procurement proceeds through the ‘Discovery’ stage, market research and strategy development will give a more realistic overview of what savings and benefits may be achievable, enabling the tender process to begin with a fairly robust forecast of the expected benefits.

3. Secured

When bids / tenders are evaluated the decision to award a contract is based on a value judgment that indicates that the agreed contract will deliver certain benefits, as per the evaluation outcome. Once the contract is awarded, those benefits/savings are secured – that is, the contract will deliver them if it is managed, used and performs as expected.

4. Delivered

During the lifetime of the contract it is a key to ensure that the contract actually delivers the anticipated savings and benefits. Delivered savings are the most important savings as they are based on actual, bottom line savings that have impacted on the Council budget. Even if there have been challenges recording the savings before this stage, it is essential that this saving is recorded.

- 4.11 Any savings arising from procurement processes or contract management activity undertaken between January 2017 and March 2020 that are not already recorded as delivering against the North Yorkshire 2020 or Directorate 4% savings targets (as of January 1st 2017) are deemed procurement and contract management savings. Those savings delivered that are identified as ‘cashable’ will count towards the £1.15 million procurement and contract management savings target.
- 4.12 As of April 2019 current ‘Delivered’ savings totaled £869,000. This leaves a balance to achieve in 2019/20 of £281,000. There is a high degree of confidence in meeting this target by the end of March 2020, and progress is monitored monthly.

5.0 RECOMMENDATIONS

5.1 Through the Procurement and Contract Management Strategy we are committed to improving our approach to procurement and will continue to develop this approach over the coming years. We will ensure that our approach to procurement and contract management is appropriately commercial and our processes stand up to scrutiny and challenge.

Audit Committee are requested to:-

- a) Note progress on key achievements, recent activity and delivery of the Procurement and Contract Management Strategy.
- b) Provide comments in order to further add value to the ongoing work on procurement and contract management, especially in relation to delivering the procurement and contract management strategy.

Gary Fielding
Corporate Director, Strategic Resources

Author of Report –

Kevin Draisey
Head of Procurement and Contract Management
06 June 2019

Appendix 1 – Procurement and Contract Management Strategy Theme Information



Theme 1 - Category Management

We have adopted a category management approach at NYCC, where logically segmented and related expenditure is grouped together objectively (data driven) to take advantage of better intelligence of our buying needs and of what supply chains have to offer. The categories are then managed through a continuous and systematic process in order to improve quality, savings and efficiency. This can lead to aggregation of demand where appropriate, and will determine why we buy what we do, how we buy it, from whom and with what results.

Category Management's close working relationship with service managers and commissioning colleagues is critical. Application of the overall process is mandatory but Senior Category Managers shall use their judgement in applying appropriate tools and techniques to develop a new flexible operating model based on better engagement and more effective planning of procurement activity. Category Sourcing Plans will be produced for each master category (People, Place, and Professional) that maps their future procurement activity and develops one to three year plans against which resources can be allocated and performance measured.

The desired outcome is to source more strategically, be more innovative and enable service managers and commissioners to get the most out of the market and supply chains. Data driven procurement is at the heart of our approach, and is summarised in our category management process.

We have adopted a category management approach, which starts with data from research, assessing needs and analysing options, through preparation of strategies, procurement, to mobilisation and contact management. This includes controlled contract exit management at the appropriate point. The overall aim of this approach is to ensure high quality outcomes and the very best value for money are achieved.

We will consult and engage with stakeholders throughout the procurement lifecycle, to ensure our procurements properly reflect need and opportunity, and take account of the wider context, including the council's plans and strategies, locality working and collaboration with others.

All master categories will work to common principles and rules, but strategies will be tailored to meet the needs of the specific sub category, reflecting the service area, stakeholder needs and the market place / supply chain, to ensure quality outcomes and value for money are achieved.

Theme 2 – Technology

Our commitment is to provide a modern and innovative procurement service, using the right technology and processes for our staff and our suppliers. This is vital in achieving our ambitions. We will lead on continuously reviewing our approach to ensure we respond to feedback, and develop the e-sourcing and e-purchasing systems we use.

A key element of our strategy is the use of our e-sourcing system YORtender, the e-sourcing procurement portal for the Yorkshire & Humber Region. We aim to ensure that we are using the systems full functionality to improve work processes for the Council and our Suppliers.

YORtender provides real benefits to all:

- A single procurement approach across the region
- A means to share, co-ordinate and collaborate on procurement exercises
- E-enabled for all to work smarter and to reduce procurement lead-times
- Suppliers can register their capabilities and interests in opportunities
- Suppliers receive email alerts of opportunities
- Immediate access to current opportunities
- News alert feature to communicate key information

E-purchasing is also integral to the overall success of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works. The Council has recently invested in the Oracle iProc tool which offers e-purchasing, and Spend Analysis capability to assist in alleviating the pressures faced by operational buyers.

Ultimately, the aim is to enable many operational tasks in the Procure-to-Pay cycle to become electronic and / or self-service. The role of the Procurement and Contract Management service is to plan and source the contracts we buy from, including advice and oversight of the entire procurement cycle.

By further utilising e-sourcing and e-purchasing we aim to:

- reduce transaction costs;
- make processes more efficient;
- improve management information and visibility of spend;
- increase control and consistency of processes
- improve contract spend compliance.

Theme 3 – Policy and Process

We are responsible for optimising the statutory and legal boundaries of EU and UK Procurement Legislation to deliver the best processes and outcomes for the Council.

We will demonstrate clear ownership and accountability within our procurement activities, with structured governance, and assurance, to ensure clear, timely and auditable decision making. All procurement activity is accountable to the Corporate Procurement Board, chaired by the Corporate Director – Strategic Resources.

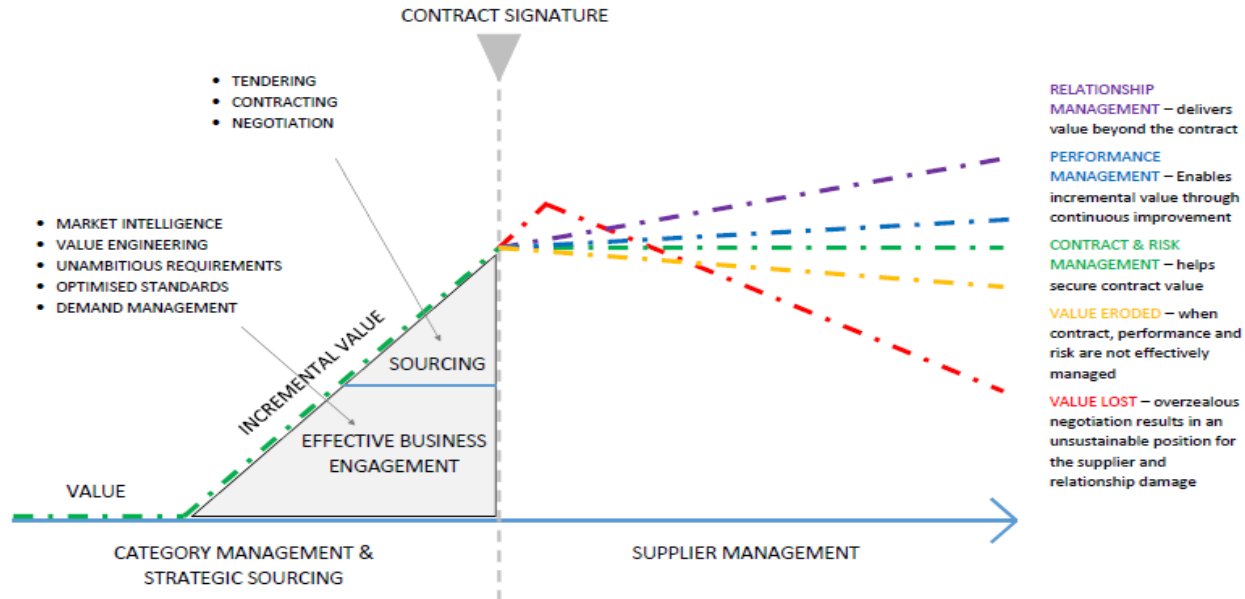
The Procurement and Contract Management Service will provide appropriate central support and challenge, ensuring lessons are learned and shared, in order to ensure continuous improvement in the council's procurement activities.

We will operate transparently, with a visible and accessible contracts register and forward procurement plans, robust management information, and clear bid and tender processes and documentation, to ensure a positive and professional relationship between the council and its procurement partners, and confidence in our approach from markets and the communities of North Yorkshire.

Theme 4 - Contract Management

Our ambition is to be recognised as a Contract Management leader in the public sector. We will aim to achieve this by delivering efficiencies, savings and service quality improvements through an assertive, proactive and consistent approach to supplier relationship and contract management.

There is a growing recognition of the need to improve contract management. It is often viewed as a bolt on or ceremonial role for service managers, who are either untrained or under resourced to deliver high quality contract management. There is an imbalance with the skills and resource suppliers allocate to managing contracts, which leave the public sector at a commercial disadvantage. This is shown in the diagram below:



In addition the need to satisfy increasing compliance and analytical requirements has also led to an increase in the adoption of more structured and complex contract management procedures. The need to improve contract management skills across the Council is clear.

The development of appropriate contract management processes and support from the Procurement and Contract Management service will enable a consistent approach to contract management to be embedded across the Council.

The NYCC contract management regime will include the management of risks such as contract management capability, contractor performance, changes in requirements, and stakeholder relationships. Where appropriate contract management plans will be utilised in order to ensure the value is created throughout life of the contract as per the graph below.

The council cannot rely on contract terms alone to ensure the performance and commitment that is needed thus we have to apply the best skills and capabilities to lead and manage our most critical commercial relationships.

Managing the relationship with a supplier is the responsibility of a nominated person with the time and effort allocated to the supplier reflecting the importance of the supplier to North Yorkshire County Council.

Contract managers responsibilities include:-

- Maintaining a comprehensive contracts register
- Ensuring contracts align with the business and offer value

- Ensuring contractual obligations are met by both parties
- Managing contracts throughout their lifecycle, including variations and extensions

The contract management team will segment contracts in relation to spend and criticality to the council and work with contract managers to assess and baseline contract management activities against industry best practice for strategic contracts.

Procurement will work with internal audit to identify shortfalls and create improvement plans to close contract management gaps.

A contract management practitioners group has been created to discuss best practice and confirm that the council's most critical supplier relationships are being base lined and are a priority with appropriate resource being available to manage them. It is important for contract management to work closely with business management, finance, procurement and legal services to ensure contracts are managed throughout their lifecycle. The practitioners group will identify those who are currently involved in contract management activities and where needed provide guidance and support as development needs emerge.

Contract management will seek to ensure that suppliers and their services are managed to ensure that the continuing quality and value for money is ensured. Contract managers within the business will ensure that effective contracts are in place, ensuring that the supplier delivers according to the terms, conditions and delivery targets contained within the contract. A key outcome that the business progresses with ensuring that the optimum value is achieved from the relationship with the supplier ideally in a collaborative manner building long-term relationships.

Theme 5 – People and Skills

We will look to invest in and develop the procurement skills and capacity of our staff, to ensure we are recognised nationally as the best local authority procurement and contract management service in the country

Our aim is to create within the service the combination of the right people, the right structure, and the right skills, aligned with career development opportunities and support. We will aim to attract, retain and motivate high-quality, skilled procurement commercial professionals where we are unable to develop from within.

Our staff will maintain and develop good skills in, strategic thinking with commercial acumen, along with operational and practical procurement expertise. They will be good relationship managers with the ability to influence, have good emotional intelligence and communication skills. This will help them be credible with stakeholders and suppliers.

They will know their supply markets, cost drivers and understand the regulatory environment in which they work. Investing in training and development programs for our staff will bring growth and succession planning to the service.

The Procurement and Contract Management service also has a wider role to play in the development of contract management and commercial skills across the Council, our partners and our customers. We are developing and delivering a high quality training offer to our customers and suppliers, including skills in tendering, maximising Social Value, and behaviours to enable improved contract management.

Theme 6 – Social Value

The Council has a responsibility to consider ways of taking account of social considerations in public procurement subject to compliance with the Regulations and the fundamental principles of procurement, such as transparency, integrity, economy, openness, fairness, competition and accountability

The Public Services (Social Value) Act places a requirement on the Council to consider how what is being procured may improve the economic, environmental and social well-being of North Yorkshire communities. It is essential to manage the risks of procurement, balancing compliance and control to deliver the potential to innovate and achieve more significant savings and social outcomes.

Economic considerations are about the contribution to the local economy, retaining, recirculating and leveraging funds in the neighbourhoods of North Yorkshire.

Delivering economic growth and supporting the creation of new jobs is a fundamental objective of the Council.

As a Council we want to grow our local economy and encourage local engagement in procurement activity where possible. It is recognised that the private and voluntary sector are important to our local economy and we need them to see Council contracts in a positive way and want to do business with us.

We will help facilitate this by running “Meet the Buyer” events to encourage companies to engage with and understand how to do business with the Council. This will enable suppliers to ask questions about what the Council is trying to achieve with its procurement approaches which will build relationships with our potential suppliers.

Conducting pre procurement ‘Discovery’ events on larger value contracts working with suppliers to understand the current thoughts on both project and procurement options will help drive innovation and support commissioning plans.

Appendix 2 – Procurement and Contract Management Strategy Action Plan

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
Category Management	Research				
	Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting	March 2018	Senior Category Managers	<p>Category strategies will add value to customers by bringing knowledge and understanding of an area of spend; including market expertise, cost and price factors, supply chain pressures and options for models of delivery. Data and intelligence will be used to inform the thinking and decision making which will lead to improved outcomes on projects.</p> <p>Staff will have access to the tools, development and support needed to deliver high quality category strategies, including timely, useful and user friendly intelligence and data.</p> <p>Percentage spend covered by category strategies.</p>	<p>Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting.</p> <p>Annually.</p>
	Minimise the mis-categorisation within the prime data source, Oracle Financials	September 2018	Senior Category Managers	Establish value of errors within the Master categories and target key values, contracts and suppliers and prioritise remainder.	Annually.
	Analysis,				
	Standardise the creation and use of analytical tools	December 2018	Senior Category Managers	Identify from within the suite of SWOT, PESTLE, Porter's Competitive Analysis, Pareto, Kraljic Dutch Windmill, Marimeko the most appropriate templates and methods for populating from the prime data source extract.	Models evidenced, as appropriate, in Gate reports. Quarterly.
	Strategy				
Develop and deliver innovative and meaningful category sourcing strategies across all master categories of spend to an agreed timetable	February 2018	Senior Category Managers	<p>Category strategies will support and complement the commissioning strategies and service plans of our customers and help shape and inform future planning. Stakeholders will actively participate in development of strategies that will identify a richer choice of strategic options for delivery.</p> <p>Procurement staff will be involved in business planning, with an increasingly complex facilitation</p>	Develop and deliver innovative and meaningful category sourcing strategies across all master categories of spend to an agreed timetable.	

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
				role across departments, services, the Council's companies and organisations. Staff will be enabled to broaden their category knowledge and develop their professional expertise by working across different service areas.	
	The Council identifies strategic outcomes in relation to assessed user needs, and design and secure appropriate services to deliver these outcomes	By 2020	Senior Category Managers	Procurement is seen as a key part of multifunctional teams delivering commissioning outcomes. Bringing Category Management to life by making integral to intelligence development of service delivery.	Annually.
	The Council better understands and manages demand through the commissioning process to better target services efficiently and effectively	By 2020	Head of Procurement	Demand Management is seen as a key commissioning activity.	
	The quick wins identified and taken into action by the service area	December 2018	Senior Category Managers	From the agreed Category Sourcing Plans (CSP), the quick wins are actioned and benefits captured and reported on within the version 2 of the CSP. Medium and long term actions are followed through.	Annually.
	Procurement				
	Deliver additional £1.1M of savings by 2020	April 2020	Head of Procurement	Monthly review of tracker for savings	Deliver additional £1.1M of savings by 2020.
	Identify cross dependencies across the Master categories with an expectation to reduce number of sole category provision	April 2019	Senior Category Managers	Working within Strategy workstreams development of user friendly, self-service resource planner bringing intelligence for pre-emptive stakeholder discussion.	Annually
	Manage				
	Review our procurement Structure to ensure it aligns with the needs of	May 2018	Head of Procurement	Efficient and effective team that works alongside the commissioners, providing a consistent approach in the delivery of the business needs	Annually

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	the business and delivery of the strategy				
	Create a performance dashboard	April 2018	Head of Procurement	On-going	Quarterly
	Influence respective Boards with the direction category management can take the future delivery of Council visions forward	January 2019	Senior Category Managers	Introduce as a standard agenda item across all procurement and contract and supplier relationship management meets, a <i>category management moment</i>	Annually
Technology	P2P				
	<ul style="list-style-type: none"> Support the roll out of the P2P process to enable more efficient requisitioning and ordering. Link and support with the P2P Project Board. 	April 2019	Head of Procurement	- Actions in line with P2P Project Board	December 2018
	<ul style="list-style-type: none"> Ensure that all appropriate commodity based contracts are provided in correct Oracle iProc compliant catalogues format. Catalogues are provided and uploaded to oracle iProc. 	April 2022	Contract Manager	- Corporate contracts and other appropriate contracts are reviewed for catalogue/punch out functionality	Annual Review
	<ul style="list-style-type: none"> Support P2P related projects <ul style="list-style-type: none"> Paperless invoicing YPO Interface Punch out 	December 2018 April 2019 (Paperless)	Head of Procurement	<ul style="list-style-type: none"> Continued support in relation to the projects going forward. Demonstrating process savings via P2P sub projects such as Paperless Invoicing. 	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Procurement Dashboards / Data				
	<ul style="list-style-type: none"> Create bespoke Oracle procurement reports to deliver intelligence on workflow, category spend and payment performance. 	June 2018	Contract Manager	<ul style="list-style-type: none"> Dashboards created and used by P&CM team. 	June 2018
	<ul style="list-style-type: none"> Review Porge requirements 	September 2018	Head of Procurement	<ul style="list-style-type: none"> Development and presentation of a business case that demonstrates if the system offers additional information. 	September 2018
	YORtender				
	<ul style="list-style-type: none"> Review functionality and use of YORtender against other Authorities Involvement in regional procurement project for eSourcing System. 	December 2019 December 2020 (RUG)	Senior Category Procurement Officer	<ul style="list-style-type: none"> Ensure NYCC are using functionality that is available. Regional system is appropriate and fit for purpose. 	Quarterly review
	<ul style="list-style-type: none"> Review online evaluation functionality 	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> Provide different levels of online evaluation questionnaires events 	Quarterly review
	<ul style="list-style-type: none"> Train and Set-up evaluators 	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> Ensure all evaluators are trained in the use of online evaluation Approved evaluators add to the system with evaluator rights only 	Quarterly review
	<ul style="list-style-type: none"> YORtender housekeeping <ul style="list-style-type: none"> First purge – September 2018 Ongoing work - April 2022 	April 2022	Senior Category Procurement Officer	<ul style="list-style-type: none"> All records are actioned, completed and pushed to contract register within a reasonable amount of time. 	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<ul style="list-style-type: none"> • YORtender administration 	April 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> - Workflow and events are reviewed to ensure most efficient processes. 	December 2018
	<ul style="list-style-type: none"> • Fully electronic Contracts Register via YORtender. 	April 2019	Contract Manager	<ul style="list-style-type: none"> - All YORtender records are actioned and awarded timely. - Current MS Excel spreadsheet is archived for full YORtender record. 	December 2018
	Signing contracts				
	<ul style="list-style-type: none"> • Contracts are chased for updates and completed within a reasonable time period. 	April 2022	Category Procurement Officers	<ul style="list-style-type: none"> - Contracts are completed timely closing down the procurement process. 	Monthly
	Storage of Contracts				
	<ul style="list-style-type: none"> • Review current options for storage of contracts electronically 	September 2019	Contract Manager	<ul style="list-style-type: none"> - Options appraisal on the different systems with the group agreeing one route. 	April 2019
	<ul style="list-style-type: none"> • Contracts collated and filed appropriately 	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> - A clear process on how and where contracts are stored and accessed. 	September 2019
	Reporting tools				
	<ul style="list-style-type: none"> • Consider Contract Management System option 	December 2019	Contract Manager	<ul style="list-style-type: none"> - Options appraisal on Contract Management system capabilities - Consider combining Digital Signatures and Storage of Contracts into one system 	September 2019

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<ul style="list-style-type: none"> Project vision / allocation of resource to projects. <ul style="list-style-type: none"> LO to liaise with People & Skills Theme for progress. 	December 2018	Senior Category Procurement Officer	- Procurement projects are allocated and resources recorded against projects to review capacity.	September 2018
	<ul style="list-style-type: none"> Reporting tools - general 	April 2022	Senior Category Procurement Officer	- KPIs and general monitoring completed by standardised reporting tools.	Quarterly
Policy and Processes	Seek to reduce barriers to doing business with the council without compromising due process.	April 2022	Head of Procurement	<p>Procurement processes reviewed to reduce unnecessary barriers to participation for SME's and VCSE's.</p> <p>Feedback from suppliers will inform and lead to improvements.</p> <p>The council will offer appropriate assistance and advice with bid writing / advising on the process through market engagement and specific bid events.</p> <p>We will undertake targeting and appropriate market engagement throughout the year.</p> <p>We will expand the functionality of YORtender i.e. ability for suppliers to upload generic quality data (insurance, accounts, etc) to simplify the process.</p>	Annually – feedback from suppliers will inform if we are making improvements.
	Review our procurement processes and Contract Procedure Rules (CPRs) to deliver the best processes and outcomes.	<p>April 2019</p> <p>February 2019</p>	Head of Procurement	<p>Review the CPRs to deliver an improved commercial approach to procurement and contract management, ensuring alignment to Public Contract Regulations (PCRs) 2015.</p> <p>Review and develop a standard suite of contract terms and conditions.</p> <p>Review all standard procurement documentation:</p>	<p>Annually – next review due April 2019</p> <p>Monthly</p>

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
		April 2020		<ul style="list-style-type: none"> • Procurement manual • Tender / bid documentation • Evaluation models • Gateway template • Letter templates • Contract variations / extension / termination template <p>All documentation to ensure risk, contract management and social value are adequately addressed.</p> <p>This action will lead to a reduction in barriers to doing business with the council without compromising due process.</p>	Monthly
	Seek to ensure wider understanding of the principles of procurement within the council and engagement of the market to raise awareness.	April 2020	Head of Procurement	<p>Market engagement events will be utilised to raise awareness with suppliers / Providers. Market engagement surveys will be used in order to determine the impact of the events.</p> <p>Providing data routinely (i.e. contracts registers, forward procurement plans) will ensure improved transparency of information and opportunities to work with the council. The effectiveness of this will be measured through supplier feedback.</p> <p>An appropriate training / education piece will be rolled out through market engagements, director management teams (DMTs), service teams and other appropriate forums to raise awareness. The key messages will be tailored accordingly to engage.</p>	<p>Annually – feedback from suppliers will inform if we are making improvements.</p> <p>Quarterly</p> <p>Annually</p>
	The Procurement and Contract Management team advise client teams on the appropriate procedural routes, optimising the statutory and legal	On-going	Head of Procurement	<p>Implications of the PCRs 2015 are understood and opportunities exploited. Learning and outcomes shared.</p> <p>We will capture the different routes to market i.e. open, restricted, light touch regime (LTR) in order to see how we are using different methods. The</p>	Annually /Quarterly

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	boundaries of Procurement Legislation in order to achieve required outcomes.			feedback from lessons learnt will help inform whether the chosen route was correct.	
	Lessons are learnt and shared , in order to evidence and achieve continuous improvement in procurement activities .	On-going	Head of Procurement	Lessons learnt template developed and implemented. – May 2018. Inform and share best practice and areas for improvement through lessons learnt.	May 2018 Review lesson learnt feedback via PAB Quarterly.
	Clear ownership and accountability is evidenced within procurement activities , resulting in transparent and auditable decision making .	July 2018	Head of Procurement	The CPRs ensure the approvals process is standardised and consistent, whilst still offering flexibility. Scheme of delegation in place for each master category area – reviewed annually with the DMTs. Initial schemes of delegation to be complete by July 2018.	Annually Annually reviewed
	Procurement EU thresholds reviewed and internal governance amended accordingly.	January 2018	Head of Procurement	EU procurement thresholds for goods, works and services are amended bi-annually. Associated internal governance must be amended in a timely fashion to reflect this and ensure compliance.	Bi-annually reviewed.
	Procurement Policy Notes (PPNs) are reviewed and impact assessed in order to understand implications on the council and actioned as appropriate.	On-going	Head of Procurement	PPN template developed and implemented. – February 2018 . PPNs are reviewed in a timely manner and the actioned. The wider procurement and contract management team are briefed and understand the implications.	February 2018 – review that template in use.
	PAS 91 available for use in Works procurements, where appropriate.	April 2018	Head of Procurement	PAS 91 is formatted in the council standard template and available for use in Works procurements, where appropriate.	April 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Understand and implement the required actions associated with the European Single Procurement Document being electronic by October 2018.	October 2018	Head of Procurement	European Commission provide free web-service to complete. https://ec.europa.eu/tools/espdp/filter?lang=en	October 2018
	Transparent information available to the market, with a visible contracts register and forward procurement plans .	July 2018 - on-going thereafter.	CM (contracts register) Head of Procurement (forward procurement plans).	Contracts register and forward procurement plans published quarterly by the Procurement and Contract Management Service.	Quarterly
	Understand and implement the required actions associated with the General Data Protection Regulation (GDPR).	May 2019 – all GDPR	Head of Procurement	Notify the council's suppliers impacted by the changes. Ensure relevant contracts are reviewed and varied as appropriate to mitigate risk. Ensure standard contract documentation and procurement templates take account of required changes to reflect GDPR requirements.	Review progress monthly.
	Horizon scanning identifies forthcoming changes to regulations to support and enable policy and process changes.	On-going	Head of Procurement	Horizon scanning is routinely undertaken to ensure identification of changes to policy and process in a timely manner. Through Horizon scanning the Procurement and Contract Management Service will maintain up to date knowledge and understanding of implications associated with Brexit.	Review through weekly updates email. Category Sourcing Plans. On-going
Contract Management	A contract and supplier management framework will be implemented across all strategic and critical suppliers by the end of 2018/19	March 2019	Contract Manager	Customers will be supported by specialised knowledge of contract management team and category specialists Clear roles and responsibilities for supplier and contract management Links to Category Management	July 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Agree an annual plan of categorisation of strategic and critical suppliers	June 2018	Contract Manager	All stakeholders are clear in understanding the appropriate amount of contract management resource Links to Category Management	September 2018
	Where appropriate, the framework will be implemented beyond strategic and critical suppliers to extend the achievement of savings, service quality and efficiency benefits	December 2019	Contract Manager	Efficiencies, improvements and savings will be delivered through contract and supplier relationship management Higher levels of performance will increase the reputation of both the team and the Council Links to Category Management	September 2018
	Create a Contract Management Practitioner Group to facilitate ongoing improvements in our approach to contract and supplier management.	March 2018	Contract Manager	Creates a robust & consistent approach to contract management across the Council Highlight the various levels of training required for the different types of contracts (e.g. Non-critical, leverage, bottleneck and strategic) This will facilitate ongoing improvements in our approach to contract and supplier management Problem solving sessions across the Council for various contract management activities Suppliers will benefit from open and structured relationships Links to People	May 2018
	The Council is more assertive and influential with suppliers through taking a more commercial approach to procurement and contract management.	April 2020	Contract Manager	Behaviours and partnership working considered as part of tender evaluations where appropriate. Links to Category Management	April 2019
	Ensure relevant staff, suppliers, partners and stakeholders are aware of the contract management strategy and understand how it relates to them	December 2019	Contract Manager	All the Council's contract managers are appropriately engaged Links to Category Management	July 2019

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	particularly in relation to the council's saving's programme and continuous improvements				
	Ensure that the appropriate Service delivery teams are actively represented on the council's Contract Management Practitioner's group	September 2018	Contract Manager	Increased engagement throughout the Council Links to Communication	July 2018
	Continue to develop training/awareness programmes in terms of up-skilling the council's contract managers	December 2018	Contract Manager	Continuous professional development for people Links to People	September 2018
	Educate, train and encourage internal purchasers to review their consumption of goods and services (demand management), reduce usage and adopt the mantra 'fitness for purpose'	April 2020	Contract Manager	Reduced requirements leading to savings Links to People	September 2019
	Maintain and improve the knowledge of staff, suppliers, partners and stakeholders to ensure that the Aims and Principles of the contract management strategy are embedded and continuously reviewed to reflect emerging good practice	April 2010	Contract Manager	Increased collaborative working Links to Communication	April 2019

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Contract Managers identified for all contracts along with standard training requirements & mandatory requirements	April 2019	Contract Manager	A database of all contracts with the appropriate contract manager details Training levels required for the requirement of the contract (e.g. Non-critical, leverage, bottleneck and strategic) All contract managers trained to the required levels identified for all the contracts they manage. Links to People	December 2018
	Supplier Rationalisation - Review the existing portfolio and determine if there is cross over or over specification which is resulting in multiple supplier contracts.	September 2019	Contract Manager	Reduce duplication of contracts Improve economies of scale by standardising requirement Links to Category Management	December 2018
	Centralised Contract Management System	April 2020	Contract Manager	Options appraisal of contract management systems to determine add value Links to Technology Theme	September 2019
People and Skills	BEHAVIOURS AND PERFORMANCE Encourage and embed high performance and positive behaviours in all we do.	Ongoing	Head of Procurement	Staff act in accordance with the Council's corporate behaviours framework, delivering the required outcomes of excellent customer service, high performance and continuous improvement. Evidenced through customer satisfaction survey ratings and performance data.	Quarterly
		Ongoing	Head of Procurement	Appropriate individual and team performance management mechanisms are in place, recognising the right behaviours as well as outcomes. Evidenced in 1-2-1s, staff appraisals, team meetings and developing performance plans.	Quarterly
		April 2019	Head of Procurement	We have a clear understanding and shared agreement of our team culture, where we are now and where we want to be. We will develop a set of clearly defined metrics to track and manage our culture, focussed on enhancing the culture to improve overall performance.	Quarterly

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
				Evidenced through review of progress against the agreed metrics.	
		April 2019	Head of Procurement	We have a clearly defined leadership brand, values and behaviours. We have clear linkages between our core values, management practices, and performance and culture metrics. The leadership team role model these values and behaviours and communicate them consistently. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	August 2018
	STAFF Attract, retain and motivate high-quality, skilled procurement commercial professionals.	Ongoing	Head of Procurement	We attract, develop and retain the very best procurement staff with the professional, personal and technical skills to be a success in their roles. Evidenced by response rate to recruitment opportunities and staff retention rates.	Annually
		Ongoing	Head of Procurement	We attract, develop and retain the very best procurement staff with the professional, personal and technical skills to be a success in their roles. Evidenced by response rate to recruitment opportunities and staff retention rates.	Annually
		Ongoing	Head of Procurement	Internal career development is encouraged at all levels. Development targets are captured and reviewed in 1-2-1s, and staff appraisals.	Quarterly
		Ongoing	Head of Procurement	Staff feel valued not only for the role they do and the contribution they make, but also for themselves as individuals. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly
		August 2019	Head of Procurement	Results of staff surveys reflect how our staff feel and provide opportunity for discussion and continuous improvement. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	TRAINING Provide staff with the tools and knowledge to carry out their roles effectively.	Ongoing	Head of Procurement	We undertake regular training needs analyses, capturing the professional, personal and technical skills of our staff.	November 2018
		Ongoing	Head of Procurement	We promote and support professional training opportunities and continuing professional development, including CIPS.	December 2018
		December 2019	Head of Procurement	Our internal training offering and supporting material is developed and regularly reviewed to improve the procurement skills and capability of our team.	December 2018
		April 2020	Head of Procurement	Our training offering for Council officers and supporting materials are developed and regularly reviewed.	December 2018
	DEVELOPMENT Implement a development plan to train, coach and mentor our staff.	Ongoing	Head of Procurement	Staff feel they have the opportunity to develop and progress both personally and professionally. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly
		April 2019	Head of Procurement	Opportunities are available to develop practical skills in procurement and contract management through training, work shadowing and mentoring activity. The results of training are reflected through peer feedback, tangible outcomes, and improved performance.	December 2018
		Ongoing	Head of Procurement	All appraisals are agreed between staff and managers to capture the approach for development for that individual. Staff are active in shaping their own development to meet business needs. Evidenced through annual appraisals and six monthly reviews.	April 2018
		April 2022	Head of Procurement	We engage with other local authorities and organisations which provide scope for knowledge transfer and efficiency through working together, for example via regional procurement groups. <i>Links to Policy & Process.</i>	August 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	
		Ongoing	Head of Procurement	We learn lessons from procurement activities undertaken and continually develop and improve best practice. <i>Links to Policy & Process.</i>	Quarterly	
	RESOURCE Effectively manage our resource against the required workload.	April 2019	Senior Category Procurement Officer	We capture resource data that is accurate and useful. Effective use of resource results in increased expertise, capacity and efficiency. Evidenced via an operational resource and performance dashboard, to allow us to record, control and manage the portfolio of procurement projects. To include the number and value of procurement projects (Regional Benchmarking Indicators). <i>Links to Technology</i>	September 2018	
		June 2019	Senior Category Procurement Officer	We use project management and time recording solutions (for example Project Vision) effectively, to allow for better decision making supported by business intelligence. <i>Links to Technology</i>	June 2018	
	COMMERCIALISM Explore commercial opportunities and increase the commercial awareness of procurement staff.	Ongoing	Head of Procurement	Staff are involved in a varied and challenging portfolio of projects to develop commercial skills. Evidenced through the performance dashboard and 1-2-1 discussions.	Quarterly	
		April 2020	Head of Procurement	Our customers have strong commercial support to help shape, develop and challenge thinking around how to maximise income and models of delivery where appropriate. Evidenced through customer survey responses.	September 2018	
		Ongoing	Procurement Business Partner	Commercial and income generation opportunities are explored and shared across the service.	Quarterly	
	Social Value	Set out a clear position regarding Social Value with policies and	July 2018	Social Value Lead	We learn from other authorities and identify best practice in relation to Social Value.	July 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	procedures in place to gain maximum value from procurement and contract management through inclusion of environmental and social value criteria for goods and services.	July 2018	Social Value Lead	We can demonstrate examples/case studies of Social Value in practice within the Council and within other authorities.	July 2018
		December 2018	Social Value Lead	We have identified elements of the Council Plan as objectives which could be delivered through Social Value	December 2018
		July 2018	Social Value Lead	Existing policies and processes in relation to Social Value have been reviewed.	July 2018
		March 2019	Social Value Lead	Policies and procedures have been amended to raise the profile of Social Value and to maximise the Social Value that can be gained from procurement and contract management. (linked to Policy and Process theme)	March 2019
		March 2019	Social Value Lead	We have explored the flexibility in procurement processes such as the Light Touch regime to maximise the Social Value. (linked to Policy and Process theme)	March 2019
	Implement mechanisms for identifying, monitoring and measuring Social Value, which allow us to be open and transparent about the benefits achieved and the cost of delivery.	December 2018	Social Value Lead	Examples of Social Value already being delivered are reviewed and evidenced	December 2018
		March 2019	Social Value Lead	We are clear in our procurement documents about our Social Value requirements and expectations making them easy to understand and respond to.	Ongoing from March 2019
		March 2019	Social Value Lead	Social value is included in the evaluation of tenders, where appropriate.	Ongoing from March 2019
		March 2019	Social Value Lead	Social value is measured through effective contract management. (linked to Contract Management themes)	Ongoing from March 2019
		December 2018	Social Value Lead	Performance against KPIs is measured to determine a baseline position.	December 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	
		March 2019	Social Value Lead	KPI targets are set as to drive continuous improvement	March 2019	
		March 2019	Social Value Lead	Performance is measured and reviewed against KPIs	Ongoing	
	Raise awareness of Social Value and the opportunities available to internal stakeholders		July 2018	Social Value Lead	Develop and maintain Social Value expertise within the Procurement and Contract Management team. (linked to People and Skills theme)	July 2018 and reviewed annually
			December 2018	Social Value Lead	Spread knowledge and awareness among team through training/briefing sessions. (linked to People and Skills theme)	December 2018 and reviewed annually
			December 2018	Social Value Lead	A Social Value toolkit is available to assist commissioners and procurers to maximise Social Value. (linked to Policy and Process theme)	December 2018
			December 2018	Social Value Lead	The benefits of Social Value are demonstrated through sharing best practice and case study examples and/or workshops. (linked to Communication theme)	December 2018
			March 2019	Social Value Lead	Commissioners will be encouraged to consider Social Value as part of the service design process.	March 2019
	Engage with suppliers to raise awareness of economic, environmental and social well-being requirements which need to be factored into future contracts as appropriate.		December 2018	Social Value Lead	Potential suppliers are encouraged to think about Social Value through Meet the Buyer events. (linked to Communication sub-theme)	Ongoing from December 2018
			December 2018	Social Value Lead	The benefits of Social Value are demonstrated through sharing best practice and case study examples (linked to Communication sub-theme)	Ongoing from December 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
		March 2019	Social Value Lead	We explore the capability of suppliers to deliver social benefits through early market engagement. Results of engagement with the market is used to produce technical specifications, which align with the capabilities of suppliers and incorporate achievable social benefits.	Ongoing from March 2019
	The Council increases it's spend with local suppliers, SMEs and VCSEs across all categories.	December 2018	Social Value Lead	Local suppliers, SMEs and VCSEs are acknowledged as a key part of our supply chain and are encouraged to take part in Meet the Buyer events.	Ongoing from December 2018
		March 2019	Social Value Lead	Local suppliers, SMEs and VCSEs are targeted as part of discovery/market engagement events where possible.	Ongoing from March 2019
		October 2018	Social Value Lead	Contracts are split into lots to provide local suppliers, SMEs and VCSEs with opportunities, where possible.	Ongoing from October 2018
		March 2019	Social Value Lead	Where possible procurement processes are simplified to make it easier for local suppliers, SMEs and VCSEs to take part. Local suppliers, SMEs and VCSEs are supported to bid for opportunities with clear guidance and/or training sessions. (linked to Policy and Process theme)	Ongoing from March 2019
		October 2019	Social Value Lead	We encourage suppliers to have local presence and work towards employing local employees and volunteers, to engage with other local organisations/volunteer groups and to use local products and suppliers.	Ongoing from October 2019
		March 2019	Social Value Lead	The percentage of spend through local suppliers, SMEs and VCSEs is increased.	Annually
	The Council develops local supply chains in sectors that will deliver	March 2020	Social Value Lead	The Council engages and understands its local supply chains. It can identify where there are	March 2020

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	the biggest impact on economic growth, including employment and skills opportunities.			opportunities to impact on economic growth, including employment and skills opportunities	
		March 2020	Social Value Lead	There is an increase in the number of Jobs and training opportunities including number of apprenticeships and work placements are created via our supplier base for people in North Yorkshire.	Annually
	The Council improves the social well-being of individuals and neighbourhoods in North Yorkshire	October 2018	Social Value Lead	The Council engages, consults and co-produces services with individuals and neighbourhoods to result in services which meet their requirements.	Ongoing from October 2018
		March 2019	Social Value Lead	The Council encourages suppliers to provide opportunities for all to contribute through volunteering.	Ongoing from March 2019
		March 2019	Social Value Lead	Increased provision of facilities and resources for the individuals and neighbourhoods in North Yorkshire community.	Ongoing from March 2019
		March 2019	Social Value Lead	The Council improves the public health and well-being of its residents through procurement and contract management.	Ongoing from March 2019
	The Council reduces waste by making sustainable choices when procuring products and services, helping them to cut costs, and meet social economic and environmental objectives	March 2019	Social Value Lead	Procurement activities encourage a more efficient use of resources by minimising waste and reducing energy and fuel consumption in service delivery. Opportunities for sustainable procurement choices included in procurement processes where proportionate and relevant.	Ongoing from March 2019
		March 2019	Social Value Lead	The Council encourages greener service delivery through specifications and evaluation criteria.	Ongoing from March 2019

Appendix 3 – Procurement and Contract Management Strategy Action Plan KPI Outturn Figures

Theme group	KPI reference	Measure	Target 2018/19	2018/19			
				Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Category Management	1.00	% of annual spend categorised	90%	95.04%	94.89%	92.67%	93.36%
Category Management	1.01	% of uncategorised suppliers	5%	4.96%	5.11%	7.33%	6.64%
Category Management	1.07	% Category Sourcing Plans Quick Wins delivered	80%	0	0	0	0
Technology	2.01	Days to categorise suppliers from supplier setup	15				5
Technology	2.03	Contract signing and storage turnaround.	Baseline	48.7	58.5	54	21.6
Technology	2.05	% P2P licence utilisation	95%	99%	88%	92%	58%
Technology	2.06	Number of purchased orders generated through P2P	Baseline	1586	1406	1244	1308
Policy and Process	3.00	(Days) Procurement Cycle Time - time taken to complete OJEU Procurement (currently 128).	125	127.3	120.5	120.5	90
Policy and Process	3.01	% Suppliers paid no later than 30 calendar days (where the invoice is not disputed) - 113 (2a) of the Public Contracts Regulations 2015.	100%	99.93%	99.96%	99.89%	99.97%

Policy and Process	3.02	% of forward procurement plans published on time.	100%	100%	100%	100%	100%
Policy and Process	3.03	% PPNs reviewed and associated impact assessment is identified and reported to Procurement Assurance Board within 7 days.	100%	0%	0%	0%	100%
Policy and Process	3.04	% of suppliers that believe doing business with the council is clear, applies appropriate process and is flexible.	Baseline				50%
Policy and Process	3.05	% of suppliers who feel the council's market engagement sessions provide useful information to influence their business and raise awareness of future opportunities.	Baseline				80%
Policy and Process	3.06	% of SMEs / VCSE's that believe doing business with the council is clear, applies appropriate process and is flexible.	Baseline				100%
Contract Management	4.01	% Contract Utilisation – On Contract Spend	52%	48.81%	47.16%	38.70%	30.89%
Contract Management	4.07	% The Contracts Register is quarterly updated and published as per the openness and transparency agenda.	100%	100%	100%	100%	100%

People and Skills	5.00	% customer satisfaction rating survey results - advice and guidance	80%	82.60%	83.40%	80.00%	100.00%
People and Skills	5.01	% customer satisfaction rating survey results - professionalism	80%	88.60%	86.60%	100.00%	100.00%
People and Skills	5.02	% customer satisfaction rating survey results - communications	80%	85.80%	84.80%	100.00%	100.00%
People and Skills	5.04	% of appraisals developed and completed annually, to include SMART objectives and development plans for the next year Corporate target	100%				100.00%
People and Skills	5.05	% of lost days (sickness) per FTE vs target Corporate target	5.14%	0.20%	2.05%	1.86%	2.79%
People and Skills	5.06	% annual staff turnover	7%				13.97%
People and Skills	5.10	% of staff completing mandatory training	100%	100%	100%	100%	100.00%
People and Skills	5.11	% of staff with, or working towards, CIPS accreditation or equivalent	70%	90.48%	90.48%	77.27%	77.27%
People and Skills	5.13	% role specific succession plans in place	75%	0%	0%	0%	0%
People and Skills	5.14	% customer satisfaction rating survey results - response timescales	70%	85.80%	83.00%	80.00%	100.00%
Social Value	6.00	% Compliance with the Public Services (Social Value) Act	100%	100%	100%	100%	100%

Social Value	6.01	% The percentage of total Council spend with through local suppliers	43%	41.26%	45.63%	40.95%	41.00%
Social Value	6.02	% The percentage of total Council spend with SME suppliers	42%	47%	48%	52%	69%
Social Value	6.03	% of total Council spend with voluntary and community sector	6%	1.04%	0.30%	2.86%	3.41%
Social Value	6.04	The number of Meet the Buyer events	2	0	0	1	0

AUDIT COMMITTEE - PROGRAMME OF WORK 2019 / 20

	ANNUAL WORKPLAN	DEC 18	MAR 19	JUNE 19	JULY 19	OCT 19	DEC 19
A	Audit Committee Agenda Items						
	Training for Members (as necessary)		1			3	
	Annual Internal Audit Plan		*	*			
	Annual report of Head of Internal Audit			*			
	Progress Report on Annual Internal Audit Plan		*			*	*
	Internal Audit report on Children and YP's Service			*			
	Internal Audit report on Computer Audit/Corporate Themes/Contracts					*	
	Internal Audit report on Health and Adult Services					*	
	Internal Audit report on BES	*					*
	Internal Audit report on Central Services		*				
B	Annual Audit Letter					*	
	Annual Audit Plan (NYCC & NYPF)		*				
	Annual Report / Letter of the External Auditor (ISA 260)				*		
	Interim Audit Report			*			
C	Statement of Final Accounts including AGS (NYCC + NYPF)			*	X		
	Letter of Representation				X		
	Chairman's Annual Report					*	
	Audit Committee - terms of reference / effectiveness				*	*	
	Changes in Accounting Policies		*				
	Corporate Governance – review of Local Code + AGS		*	*			
	– annual report inc re AGS			*			
	Risk Management (inc Corporate R/R) – annual report	*	X				*
	Partnership Governance – annual report			*			
	Information Governance – annual report		*				
	Review of Finance./Contract/Property Procedure Rules	TBA	TBA	TBA	TBA	TBA	TBA
	Business Continuity – annual report					*	
	Counter Fraud (inc risk assessment) – annual report		*				
	Procurement and Contract Management – annual report			*			
	Treasury Management – Executive February		*				
VFM – annual assurance review		*					
D	Work Programme	*	*	*	*	*	*
	Progress on issues raised by the Committee (inc Treasury Management)	*	*	*		*	*
E	Agenda planning / briefing meeting						
	Audit Committee Agenda/Reports deadline						
	Audit Committee Meeting Dates	20/12	07/03	21/06	26/07	25/10	20/12

- A = Internal Audit
- B = External Audit
- C = Statement of Final Accounts / Governance
- D = Other
- E = Dates

- ⊙ before formal meeting
- 1 Budget Meeting for Independent Members
- 2
- 3 External and Internal Auditors
- Sessions to be sorted