

To: Members of the Corporate  
Governance Committee

Date: 4 July 2019

Direct Dial: 01824706204

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **CORPORATE GOVERNANCE COMMITTEE** to be held at **9.30 am** on **WEDNESDAY, 10 JULY 2019** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal, HR and Democratic Services

## **AGENDA**

### **PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING**

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS (Pages 5 - 6)**

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

#### **3 URGENT MATTERS**

Notice of items, which in the opinion of the Chair should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

#### **4 MINUTES (Pages 7 - 16)**

To receive the minutes of the Corporate Governance Committee meeting held on 5<sup>th</sup> June (copy enclosed).

#### **5 DRAFT STATEMENT OF ACCOUNTS (Pages 17 - 134)**

To consider a report by the Chief Accountant (copy enclosed) on the Draft Statement of accounts 2018/19.

**6 TREASURY MANAGEMENT** (Pages 135 - 164)

To consider a report by the Chief Accountant (copy enclosed) on the Treasury Management Annual for 2018/19.

**7 ANNUAL SIRO REPORT** (Pages 165 - 170)

To consider a report by the Head of Business Improvement and Modernisation (copy enclosed) which details breaches of the data protection act and complaints relating to Freedom of Information Legislation.

**8 SERVICE CHALLENGES 2018/19 - REVIEW OF ALTERNATIVE SERVICE DELIVERY MODELS** (Pages 171 - 238)

To receive a report by the Head of Business Improvement & Modernisation (copy enclosed) on the Service Challenges 2018/19.

**9 WAO ANNUAL IMPROVEMENT REPORT** (Pages 239 - 266)

To receive a report by the Welsh Audit Officer (copy enclosed) on the Annual Improvement report.

**10 CORPORATE GOVERNANCE COMMITTEE WORK PROGRAMME** (Pages 267 - 270)

To consider the committee's forward work programme (copy enclosed).

**PART 2 - CONFIDENTIAL ITEMS**

None.

**MEMBERSHIP**

**Councillors**

Mabon ap Gwynfor  
Tony Flynn  
Martyn Holland

Alan James  
Barry Mellor  
Joe Welch

**Lay Member**

Paul Whitham

**COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

## LOCAL GOVERNMENT ACT 2000

### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a \*member/co-opted member of

*(\*please delete as appropriate)*

**Denbighshire County Council**

**CONFIRM** that I have declared a **\*personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

*(\*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)\**

Signed

Date

\*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

This page is intentionally left blank

## CORPORATE GOVERNANCE COMMITTEE

Minutes of a meeting of the Corporate Governance Committee held in Conference Room 1A, County Hall, Ruthin on Wednesday, 5 June 2019 at 9.30 am.

### PRESENT

Councillors Mabon ap Gwynfor, Tony Flynn, Martyn Holland (Vice-Chair), Alan James, Barry Mellor (Chair) and Joe Welch

Lay Member Paul Whitham

**Observer** – Councillor Meirick Lloyd Davies

### ALSO PRESENT

Head of Legal, HR and Democratic Services (GW), Chief Internal Auditor (LL), Senior Auditor (SD), Chief Accountant (SG), Corporate Health and Safety Manager (GL), Head of Planning and Public Protection (EJ), Development Control Manager (PM), Framework Manager (TS), Legal and Procurement Operations Manager (HM)

Wales Audit Office Representative - Matthew Edwards.

#### 1 APOLOGIES

None received.

#### 2 APPOINTMENT OF CHAIR

Nominations were sought for a Member to serve as the Committee's Chair for the ensuing year. Councillor Martyn Holland nominated Councillor Barry Mellor, seconded by Councillor Alan James. No other nominations were received and it was therefore;

**RESOLVED** that Councillor Barry Mellor be appointed as the Corporate Governance Committee's Chair for the ensuing year

#### 3 APPOINTMENT OF VICE CHAIR

Nominations were sought for a Member to serve as the Committee's Vice Chair for the ensuing year. Councillor Barry Mellor nominated Councillor Martyn Holland, seconded by Councillor Tony Flynn. No other nominations were received and it was therefore;

**RESOLVED** that Councillor Martyn Holland be appointed as the Corporate Governance Committee's Vice Chair for the ensuing year.

#### 4 DECLARATION OF INTERESTS

Councillors Martyn Holland, Tony Flynn, Mabon ap Gwynfor and Meirick Lloyd Davies declared a personal interest in Agenda item 8 - Internal Audit Of Health And Safety in Schools, as they were school Governors. Councillor Joe Welch, Tony Flynn and lay member Paul Whitham also declared a personal interest in Agenda item 8 - Internal Audit of Health and Safety in Schools, as they had children and grandchildren attending in schools within Denbighshire.

## **5 URGENT MATTERS**

No urgent matters were raised.

## **6 MINUTES**

The minutes of the Corporate Governance Committee held on the 10 April 2019 were submitted.

Item 4 – Minutes – A clerical error was noted. There was a spelling mistake ‘made the pf reaching of 100% completion’ it should have read ‘made reaching of 100% completion’.

Page 11 - Corporate Governance Committee Work Programme – The Head of Legal, HR and Democratic Services informed members that there had been communication with the WLGA in regards to training however nothing had been finalised.

**RESOLVED** that the minutes of the Corporate Governance Committee meeting held on the 10 April 2019 be approved as a correct record.

## **7 INTERNAL AUDIT UPDATE**

The Chief Internal Auditor (CIA), introduced the Internal Audit update report (previously circulated) updating members on the Internal Audit progress in terms of its service delivery, assurance provision, reviews completed, performance and effectiveness in driving improvement.

The report provided information on work carried out by Internal Audit since the last committee meeting. The CIA guided members through the reports which provided an update as May 2019 on:

- Internal Audit reports recently issued:
- Bridges and Structures
- Grant Management
- Revenues and Benefits
- Section 106
- Progress on Internal Audit work to date in 2018-19;
- Progress with improvement actions arising from 2018-19;
- Progress with counter fraud work;
- Internal Audit performance standards; and
- CIPFA Practical Guidance for Audit Committees update.

The following matters were discussed in more detail –

- The Bridges and Structures overall inspection was carried out in time, the ownership of bridges and culverts was clear, however there was some ambiguity as to the ownership of some retaining walls. Members queried whether there could be assurances with retaining walls that the ownership could be known prior to any incident occurring. Responding the CIA stated that assurances could not be given. Members were informed that keeping specialist staff within the Council was difficult as external companies' wages were more appealing. The financial situation was queried, it was stated that the funding was only available on an annual basis, but the funding which was required had been fulfilled but the Council.
- It was raised that previous practice was the building regulation would deem some retaining walls as dangerous buildings, which would enable work to be carried out urgently. It was also queried whether bridges which connected DCC and other counties were assessed. Responding, it was stated that dangerous retaining walls would be dealt with as quickly as possible; in regards to bridges regulated by other Councils' that crossed into DCC were not reviewed. However the CIA could communicate with other counties in regards to Bridges.
- The assurances of grants was highlighted and whether the information was up to date and accurate, the information was kept as up to date as much as possible; however with grants regularly changing the task was difficult.
- Revenues and Benefits and the process of addressing small debts of less than £25 was queried, and why the amount was set at £25. It was clarified that the amount was a historic amount which had been set. The whole process of collecting debts was being discussed with CIVICA.
- The Internal Audit Performance Standards were highlighted, the performance of the Follow up Action Plans and Service Improvement was outlined as being below the target of 75%, and whilst being close at 73% members were assured that audit would encourage departments to update their work.

**RESOLVED** that the Corporate Governance Committee receive the Internal Audit update report and note its contents.

## **8 INTERNAL AUDIT OF HEALTH AND SAFETY IN SCHOOLS**

The Senior Auditor (SA) introduced the report (previously circulated) updating members about how the Council was implementing improvements in Health and Safety in Schools since the issue of the Internal Audit report.

The Internal Audit follow up report (Appendix 1) showed that the major risk issue relating to fire risk assessments and two of the four moderate risk issues had been successfully resolved. Further improvement was required to address the remaining two moderate risk issues relating to the development of an action tracking system and maintaining complete records of school staff who had attended the required Health and Safety training.

Based on the original review and the improvement work which had been carried out the assurance rating had been increased from low to medium. Internal Audit would continue to monitor the outstanding actions which were partially addressed to ensure that they were completed.

During discussion the following points were raised –

- It was confirmed that the letter circulated to schools, it was also sent to the governing bodies of the schools.
- The infection control plan was raised, and the type of issues schools with infections faced. Responding SA stated that the work was for preventative measures, such as appropriate infection control plans and cleanliness were in places i.e. cleaning of toys. Training was also being organised for school staff.
- Concerns were raised with the additional work which could be caused for teachers with work following the audit. The possibility of an officer appointed to carry out the work in schools was queried. Members were informed that a Healthy Schools Co-ordinator was available to assist schools. The Corporate Health and Safety Manager (CHSM) informed the committee that the Health and Safety team would also be of assistance to schools. Guidance had been sent to all schools, but each school was different and it was deemed more appropriate for someone with knowledge of the school to implement the work at their own school.
- The original report had been circulated to the Corporate Health and Safety Committee.
- The work which had been carried out was commended by members, it was deemed that health and safety of young children was a major risk which needed to be monitored thoroughly. It was agreed that a follow up letter from the Corporate Governance Committee be circulated to head teachers and governors, it was also agreed that a follow up report be returned to the committee in November.
- Fire safety assessments were set at three years by the Council, it was not a statutory requirement, three year assessments were deemed as adequate, however members were assured that if there were major changes to any school; assessments would be carried out again.

***RESOLVED*** that the Corporate Governance committee to reviewed progress with addressing audit action and that subject to the above observations

- Request that a follow up report be brought to Corporate Governance Committee in November 2019.*
- A follow up letter from the Corporate Governance be circulated to head teachers and school governing bodies.*

**At this juncture (10.50 a.m.) there was a 10 minute break.**

**The meeting reconvened at 11.00 a.m.**



The Senior Auditor (SA) introduced the report (previously circulated). The Corporate Governance Committee had agreed that it would receive and discuss all Internal Audit reports receiving a 'Low' Assurance rating so that they could discuss the outcome and receive assurance that improvements would be made.

The review was requested by senior management to provide assurance on the Section 106 (S.106) process; this area has not been reviewed previously. It would provide assurance for the Section 151 Officer, the Annual Internal Audit Report and the Annual Governance Statement.

During discussions the following matters were raised –

- The process with the Section 106 (S.106) agreements with building developers was queried and whether there was a process in place to ensure that the agreements were completed but also completed to a high standard. The Development Manager (DM) stated that the process was not previously monitored successfully. However there was a proposed Community Development Hub (CDH) project being developed which would monitor S.106 agreements and monitor whether they were completed.
- The Framework Manager (FM) clarified to members the proposed CDH project was currently a project brief which would be discussed at a board meeting to progress the brief into a project. The CDH would collate all community funding available and have centralised information and monitor the progress with community funded projects.
- The S.106 database and the financial contribution changing from £4,154,450 to £3,459,857 (17% variance) following an update of the S.106 agreements recorded was highlighted as a concern. The DM responded stating that developments in which the S.106 were agreed would sometimes change and the agreed S.106 would require changing. The changes would need to be agreed within a legal agreement.
- The report was commended by members and it was suggested that the report would be beneficial to be circulated to members of Planning Committee for information purposes. Officers agreed the report would be circulated to members of Planning Committee.
- A follow up report on the S.106 audit was suggested by the Committee. The officers responded stating that a follow up report on the CDH could be brought to the Corporate Governance committee; at a later date and this was agreed. It was also agreed that an annual report for the CDH could be brought to the Corporate Governance Committee.

***RESOLVED*** that the Corporate Governance committee to note the content of the report; and subject to the above

- (i) The report be circulated to members of the Planning Committee.*
- (ii) A follow up report be brought back to Corporate Governance Committee at a later date.*

The Chief Internal Auditor (CIA), introduced the Internal Audit Annual report (previously circulated).which provided the Committee with the Internal Audit Annual Report for 2018-19 that provided the Chief Internal Auditor's overall opinion on the adequacy and effectiveness of the Council's framework of governance, risk and control during the year that informed the 'annual governance statement'.

The Accounts and Audit (Wales) Regulations 2014 required the review of governance arrangements to be reported within the authority, in the Council's case the Corporate Governance Committee, and externally with the published accounts of the authority. The Annual Governance Statement (AGS) was an annual review of the systems of internal control and gathered assurance from various sources to support it. Internal Audit was a key contributor and the CIA should provide a written annual report to those charged with governance to support the AGS.

The CIA guided members through the report highlighting key areas –

- Internal Audit opinion 2018-19 - The governance, risk management and control arrangements in place for key business functions was satisfactory overall, and there were good relationships with the management whereby they openly share the areas where they perceive potential problems to be and take on board the results of audit work as an opportunity to make improvements.
- Summary of Audit Work 2018/19 – The assurances which were given were fairly consistent with previous years. All low assurance reviews were reported to the Corporate Governance Committee.
- Counter Fraud – Members were informed that direct payments and housing tenancy fraud were included in the review.
- The performance of internal Audit was good against the indicators throughout the year.
- The feedback received from the customer satisfaction survey has been taken on board within internal audit team.

The committee commended the report, the following points were discussed –

- The appointment of an auditor was raised, and the time it took for an auditor to be appointed. In response the CIA stated that there was a shortage of auditors available and in light of this an in house training policy had been adopted. Samantha Davies had also been promoted to Senior Auditor.
- Grey Fleet Vehicles were clarified to be vehicles owned and used by staff for business use.
- The Counter Fraud section was highlighted and the 10 allegations of fraud received, and 5 not needing anything further action. It was deemed that it would be good practice to have further information, to ensure the committee were informed of the work which had been carried out.

**RESOLVED** *that the Corporate Governance Committee notes the content of the Internal Audit Annual Report.*

## **11 INTERNAL AUDIT OF THE JOINT CORPORATE PROCUREMENT UNIT**

The Chief Internal Auditor (CIA) introduced the report (previously circulated) which provided an update to the Corporate Governance Committee on progress in implementing the action plan that accompanied the Internal Audit report on the Joint Procurement Unit (JPU) in May 2018. The Legal and Procurement Operations Manager provided a service update in January 2019.

The report provided information on how the Council was implementing improvements relating to the JPU since the issue of the Internal Audit report. The audit report gave a 'Low Assurance' opinion, so the Corporate Governance Committee requested a progress report to ensure that the issues were being addressed.

The Corporate Governance Committee praised the work which had been carried out on the JPU. The following points were discussed in more detail –

- Following all the work which had been carried out with the JPU the assurance has been raised from low to medium.
- There were concerns raised in particular to Risk Issue 1, the issues would be alleviated with regular meetings and providing Corporate Governance/Audit and Scrutiny with regular updates together with an annual report being presented to Cabinet committees.

**RESOLVED** that the Corporate Governance Committee note the progress with addressing audit actions.

## **12 ANNUAL CORPORATE GOVERNANCE COMMITTEE REPORT**

The Head of Legal, HR and Democratic Services (HLHRD) provided a report on the Corporate Governance Committee Annual Report. It was explained that the Constitution required that the Committee prepared and submitted a report each year to the Council on the Committee's performance and effectiveness.

The HLHRD guided members to the draft report attached (appendix1) and requested that members took time to read and comment on the content. It was explained to members that the purpose of the report was to illustrate what the Corporate Governance Committee did and the important role Members had on the Committee.

It was stated that the change of the committee's name to 'Corporate Governance and Audit Committee' which was mentioned at the last meeting was omitted from the Draft Corporate Governance Committee Annual Report for Council, it was clarified the change of name would be included in the report to Council.

Members suggested that the wording of the report could be altered to describe the role internal audit have at the Corporate Governance Committee. The HLHRD informed members that the cover report was limited to four pages, but would streamline aspects and include more of internal audit in the report.

**RESOLVED** that:-

- (a) *Corporate Governance Committee receive and note the Corporate Governance Committee Annual report with the above amendments.*
- (b) *an amended report detailing the work undertaken by the Corporate Governance Committee be presented to County Council.*

### **13 ANNUAL RIPA (REGULATION OF INVESTIGATORY POWERS ACT 2000)**

The Head of Legal, HR and Democratic Services (HLHRD) presented the report (previously circulated) on the annual report to the Corporate Governance Committee on the Council's use of its powers of surveillance under RIPA (Regulation of Investigatory Powers Act 2000) combined with the results of the RIPA inspection which takes place approximately every three years.

The report was required under the Home Office Code of Practice to make at least annual reports to members, on the Authority's use of its powers under this regime. The Corporate Governance Committee received any external inspection reports as provided within the Committee's terms of reference.

There had been no surveillance carried out since the last review, the RIPA inspection was a desktop review which ensured that there was no need for a full review.

**RESOLVED** that the Corporate Governance note the content of the RIPA report.

### **14 CORPORATE GOVERNANCE COMMITTEE WORK PROGRAMME**

The Corporate Governance Committee's Forward Work Programme (FWP) (previously circulated) was presented for consideration.

The Committee confirmed the Corporate Governance Committee FWP subject to the following amendments:-

10 July 2019 –

- It was clarified that the Annual SIRO report was duplicated on the 11 September, it was agreed that the report would be removed from either date with agreement of the report author.

11 September 2019 –

- The Internal Audit Report - Section 106 it was agreed an update would be brought to the committee.

20 November 2019 –

- Following the item Health and Safety in Schools Update, an update would be included.
- The Head of Legal, HR and Democratic Services also advised that the Annual RIPA report would be deferred until June 2020.

**RESOLVED** that, subject to the above, the Corporate Governance Committee approves the Forward Work Programme.

This page is intentionally left blank

**Report To:** Corporate Governance Committee  
**Date of Meeting:** 10<sup>th</sup> July 2019  
**Lead Member / Officer:** Councillor Julian Thompson-Hill  
**Report Author:** Steve Gadd, Chief Accountant  
**Title:** **Draft Statement of Accounts 2018/19**

---

**1. What is the report about?**

To provide an overview of the draft Statement of Accounts 2018/19 and the process underpinning it.

**2. What is the reason for making this report?**

The Corporate Governance Committee has delegated responsibility to approve the audited accounts which will be presented on 11th September 2019. Presenting the draft accounts gives an early indication of the council's financial position and can highlight any issues in the accounts or the process prior to the accounts being audited.

**3. What are the Recommendations?**

To note the position as presented in the draft accounts (see Appendix 1).

**4. Report details**

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. The audited accounts have to be formally approved by elected members on behalf of the council. This role has been delegated to the Corporate Governance Committee. The draft accounts have now been finalised and were signed by the Head of Finance on the 3<sup>rd</sup> June (15<sup>th</sup> June last year and more than meeting the interim date for early closedown). The draft accounts have been made available for audit as required and will be open to public inspection from 24<sup>th</sup> June to 19<sup>th</sup> July.

Given the role of the Committee in approving the final accounts, it is beneficial to provide an update and overview at draft stage for consideration before submitting the final accounts in September.

As reported previously to Corporate Governance the statutory deadlines for Local Government are being brought forward as detailed in the table below:

	Current Dates	Interim Dates for SofA 2018/19 and 2019/20	Final Position from 2020/21
<b>Final date on which the Chief Finance Officer must sign and date the statement of accounts</b>	30th June	15th June	31st May
<b>Date that council must approve and publish an audited statement of accounts</b>	30th September	15th September	31st July

The good news is that the Council is making good progress towards achieving both the interim and final unaudited accounts as shown in the table below:

Statement of Accounts	Signed off by S151 Officer and passed to WAO
2015/16	21-Jun-16
2016/17	13-Jun-17
2017/18	15-Jun-18
2018/19	03-Jun-19
2019/20	31-May-20 (target)
2020/21	31-May-21 (mandatory)

**5. How does the decision contribute to the Corporate Priorities?**

The publication of the Statement of Accounts underpins the financial stewardship and governance of the council and therefore supports all council services and priorities.

**6. What will it cost and how will it affect other services?**

There are no additional cost implications as a result of this report.

**7. What are the main conclusions of the Well-being Impact Assessment?**

It is the professional judgement of the Section 151 Officer that a Well-being Impact Assessment is not required for this report.

**8. What consultations have been carried out with Scrutiny and others?**

The council's procedures and processes underpinning the production of the accounts are regularly reviewed by the Wales Audit Office. Professional opinions are drawn from numerous other disciplines beyond finance, such as legal, property valuation, HR and pensions.

**9. Chief Finance Officer Statement**

The Statement of Accounts is a key element of the council's governance framework. It is important that elected members are assured that the accounts have been produced in compliance with the relevant standards and that the process underpinning the production of the accounts is robust. It is very pleasing that a draft Statement of



Accounts was ready for review by the Section 151 on the 31<sup>st</sup> May. This has involved a great deal of hard work across the finance service.

**10. What risks are there and is there anything we can do to reduce them?**

The council would be in breach of its statutory duty if it could not approve the accounts by 15th September.

**11. Power to make the Decision**

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. The Appointed Auditor is required by the Public Audit (Wales) Act 2004 to examine and certify the accounts of the council and must be satisfied that the accounts have been completed in compliance with the Accounts and Audit (Wales) Regulations 2018.

This page is intentionally left blank



# **STATEMENT OF ACCOUNTS 2018/19**

**Denbighshire County Council****Statement of Accounts****2018/19**

<b>Introduction</b>	<b>1</b>
<b>Section 1: Narrative Report</b>	<b>4</b>
<b>Section 2: Statement of Responsibilities</b>	<b>11</b>
<b>Section 3: Financial Statements &amp; Notes to the Accounts</b>	<b>12</b>
Expenditure and Funding Analysis	13
Comprehensive Income and Expenditure Statement	17
Movement in Reserves Statement	19
Balance Sheet	21
Cash Flow Statement	23
Notes to the Accounts	24
<b>Section 4: Supplementary Statements</b>	<b>93</b>
<b>Section 5: The independent auditor's report of the Auditor General for Wales to the members of Denbighshire County Council</b>	<b>98</b>
<b>Section 6: Annual Governance Statement</b>	<b>101</b>
<b>Section 7: Glossary</b>	<b>107</b>

**Introduction**

Denbighshire County Council is a Welsh unitary authority with a population of around 96,000. The County of Denbighshire covers an area that runs from the North Wales coastal resorts of Rhyl and Prestatyn down through the Vale of Clwyd, south as far as Corwen and the popular tourist town of Llangollen. Along the way, it takes in the historic towns of Rhuddlan, Denbigh and Ruthin, each with its own castle, and the tiny cathedral city of St. Asaph. There are 47 councillors elected to represent the various wards of the county. The Council employs around 4,300 staff.

The County Council was formed in April 1996 and is responsible for a wide range of services including schools, social care, highways, collection and disposal of waste, planning, economic development, tourism, libraries, leisure centres and lots more besides.

At the end of each year, the Council must produce a Statement of Accounts that complies with legislation and demonstrates what the Council spent its money on. These accounts are becoming more and more technical and difficult to understand. The purpose of the following introduction section is to try to present some of the most important numbers in a more understandable way.

Should you have any queries on the accounts please contact the Chief Financial Officer, Denbighshire County Council, PO Box 62, Ruthin, LL15 9AZ. In addition, you have a legal right to inspect the accounts before the audit is completed. The availability of the accounts for inspection is advertised on Denbighshire County Council's website and in Reception at County Hall, Ruthin.

**The Statement of Accounts**

The Council produces the annual Statement of Accounts each year in line with legal requirements, the Chartered Institute of Public Finance and Accountancy and the Code of Practice on Local Authority Accounting (the Code) in the United Kingdom with the following aims:

- Complying with legal and professional requirements.
- Providing service users, electors, business ratepayers, local tax payers, Councillors and other interested parties with information about the Council's finances.
- Demonstrating stewardship of public money.

Following the "Telling the Story" review of the presentation of local authority financial statements the CIPFA Code of Practice on Local Authority Accounting 2016/17 (the Code) changed the segmental reporting arrangements for the Comprehensive Income & Expenditure Statement (CI&ES) and introduced the Expenditure and Funding Analysis. Both the CI&ES and the Expenditure and Funding Analysis include a segmental analysis based on how the Council is structured, operates, monitors and manages financial performance. Previously the Council reported the cost of individual services in the CI&ES in accordance with the format specified in the Service Reporting Code of Practice (SeRCOP).

The Statement of Accounts contains the following sections:

### Section 1 - Narrative Report

The Narrative Report by the Chief Financial Officer provides a summary of the financial activities of the Council during the year and at year-end.

### Section 2 - Statement of Responsibilities

This outlines the duties of the Chief Financial Officer in preparing the accounts, and the Council's responsibilities to adhere to the relevant requirements.

### Section 3 - Main Financial Statements and Notes to the Accounts

The 2018 Code requires that local authority accounts comply with International Financial Reporting Standards (IFRS). The main financial statements comprise:

#### **Expenditure and Funding Analysis**

This shows how annual expenditure is used and funded from resources in comparison with those resources consumed or earned in accordance with generally accepted accounting practices.

#### **Comprehensive Income and Expenditure Statement**

This account is a summary of the money generated and spent in providing services and managing the Council during the last year. It includes all day-to-day expenses and related income on an accruals basis, as well as transactions measuring the value of assets actually consumed during the year. It also shows the projected value of retirement benefits earned by employees during the year.

#### **Movement in Reserves Statement**

This shows the adjustments to the Comprehensive Income and Expenditure Statement for statutory accounting requirements, to align it with the accounting basis by which the Council Tax level for the year was set.

#### **Balance Sheet**

The Balance Sheet shows a snapshot of the Council's financial position as at 31 March 2019. It sets out the value of items it owns (assets) and the value of what it owes to others (liabilities). It incorporates all the Council's funds, both capital and revenue.

#### **Cash Flow Statement**

This summarises the Council's cash and cash equivalent transactions over the year, showing actual cash received and cash spent, and the changes in the Council's cash position. The statement is presented using the indirect method.

#### **Notes to the Accounts**

Explanatory notes are provided after both the main and supplementary financial statements. The notes give additional information to aid the understanding of the accounts.

**Section 4 - Supplementary Financial Statements and Notes**

**Housing Revenue Account (HRA)**

Councils are required to account separately for the cost of the council housing service by way of a HRA Income and Expenditure Statement and a Statement of Movement on the HRA balance. This account shows where money is spent in maintaining and managing council houses and how these costs are met from rents and other income.

The Statement of Movement on HRA Balances brings together all of the movements in HRA reserves.

**Section 5 - Independent Auditor's Report**

The accounts are subject to an independent external audit by an auditor appointed by the Auditor General for Wales and their report is included in this section.

**Section 6 - Annual Governance Statement**

This outlines the Council's approach to ensuring that it maintains an effective system of corporate governance and internal control.

**Section 7 - Glossary**

This contains a list of some of the definitions adopted for the purpose of accounts completed under International Financial Reporting Standards.

**Section 1 - Narrative Report****1.1 Review of the Year - Revenue Expenditure**

The Council sets a revenue budget each year. This is a budget for services it will provide in the year and that will be paid for by service users, Welsh Government Grants and Council Tax & Business Rate payers. For 2018/19, this gross expenditure budget was £305.8m. After budgeted use of Reserves, savings of £4.6m were required and successfully identified to achieve a balanced budget. All savings identified were achieved during 2018/19. The Council has identified budget savings of £5.7m for the 2019/20 financial year and projections for future years, although uncertain, show a need to continue to identify significant annual savings.

By the end of the year, the Council had spent £0.5m less than it budgeted for on services and corporate budgets. Although it remains a difficult financial period for schools, investment in school budgets in 2018/19, which more than funded inflationary pressures, and the close working relationship between the Council and schools in producing robust 3 year financial plans, has resulted in an improved financial position for schools (schools reported an in-year underspend of £0.173m).

Service requests to carry forward underspends amounting to £0.309m were approved by Cabinet in June. The funds will be used to help mitigate against known pressures and provide funds for service investment.

**Balances, Provisions and Reserves**

The net contribution to earmarked reserves within the accounts is £1.1m (see Note 21 for details). The movement includes the net reduction of schools' deficit balances and the budgeted and planned use of reserves for purposes such as funding the Capital Plan, the new Corporate Plan and budget reductions in future years.

The Council's general balances now stand at £7.1m. The Council must make sure it keeps enough money in these balances so it can be sure it is able to deal with any unexpected problems it faces.

**How we report our Budget**

Each month a budget report is given to the Council's Cabinet (a group of 8 Councillors who make many of the decisions on behalf of the Council), which explains how services are spending their money compared to their budget. At the end of the year, a final report (known as the outturn) shows the year-end position.

However, the Council must produce its Statement of Accounts in a way that meets UK and international financial reporting requirements. Unfortunately, these requirements are highly complex and technical in nature. This means that a number of accounting adjustments are required to its normal budget reports to ensure the Council can produce its accounts. The following table shows the final position that was reported to Councillors. Within the Notes to the Accounts is an explanation of the adjustments made between the final reported revenue position and the amounts reported in the Comprehensive Income & Expenditure Statement.



Further details on services' financial performance can be found in the Final Outturn Report which will be presented to Cabinet on the 25th June 2019.

The table below shows the final revenue position which will be presented at this meeting:

	<b>Final Revenue Outturn Report £000</b>
<b>Service and Corporate Budgets</b>	
Business Improvement & Modernisation	4,521
Legal, HR & Democratic Services	2,584
Facilities, Assets & Housing	7,328
Highways & Environmental Services	19,556
Planning & Public Protection	2,983
Community Support Services	35,111
Finance	3,138
Education & Children's Service	15,277
Customers, Communication & Marketing	2,964
Schools	68,405
Corporate	15,061
<b>Total Service and Corporate Budgets</b>	<b>176,928</b>
<b>Other</b>	
Capital Finance / Investment Interest	11,427
Levies	4,569
<b>Total Expenditure (excludes HRA)</b>	<b>192,924</b>
Less funding	(192,625)
Budgeted contribution from Earmarked Reserve	(780)
<b>Final Outturn</b>	<b>(481)</b>
<b>Allocated as follows:</b>	
Earmarked Balances - Services	(308)
School Balances	(173)
<b>Total</b>	<b>(481)</b>

## 1.2 Review of the Year - Capital Expenditure

Each year the Council spends money on items that will be in existence for a long time such as land, buildings, roads, vehicles and equipment. These items are called assets and the Council will use them to deliver services for years to come. Expenditure on these assets is called capital expenditure.

The following table shows how much the Council spent on its assets per service block in 2018/19 and how the expenditure was funded:

<b>Expenditure</b>	<b>£000</b>
Legal, HR & Democratic Services	67
Facilities, Assets & Housing	18,347
Highways & Environmental Services	8,419
Planning & Public Protection	3,319
Community Support Services	636
Customers, Communication & Marketing	222
Business Improvement & Modernisation	313
Education & Children's Services	21,994
Housing Revenue Account	8,631
<b>Total</b>	<b>61,948</b>
<b>Funding</b>	
Grants	24,257
Supported Borrowing	2,219
Prudential Borrowing	26,941
Capital Receipts	1,462
Capital Expenditure charged against the Council Fund	7,069
<b>Total</b>	<b>61,948</b>

Expenditure on major projects undertaken during the year includes:

Project	Description	2018/19 £000
Rhyl	East Rhyl Coastal Defence Works	865
A548/Tynewydd Road, Rhyl	Cycleway and Signal Replacement Scheme	248
A543/A5 - EVO Triangle	Installation of Average Speed Cameras	393
Rhyl	Waterfront Development	2,444
Rhyl	Construction of Waterpark (SC2)	9,002
Rhyl	Queens Buildings Redevelopment	3,023
Rhyl	Contribution to Redevelopment of 45-47 Water Street	493
Rhyl Leisure Centre	New fitness facilities	662
Ruthin Leisure Centre	Changing Room Refurbishment	691
Prestatyn Leisure Centre	Changing Room Refurbishment	225
Llanfair Dyffryn Clwyd	21 <sup>st</sup> Century Schools - New School Building	3,199
Ysgol Carreg Emlyn, Clocaenog	21 <sup>st</sup> Century Schools - New School Building	2,448
Ysgol Glan Clwyd, St Asaph	21 <sup>st</sup> Century Schools - Extension, Remodel and Refurbishment Works	246
Rhyl	21 <sup>st</sup> Century Schools - New 3-16 Catholic School, Christ the Word	12,812
Rhos Street and Ysgol Penbarras, Ruthin	21 <sup>st</sup> Century Schools - New Schools	890
Ruthin	Contribution to Llys Awelon Extra Care Facility Ph 2	265
Waste Collection	New Waste and Recycling Service	925
Council Housing	Major Improvements/Acquisitions	5,945
Council Housing	Disabled Adaptations	526

### 1.3 Other Issues

#### **Pensions**

Denbighshire County Council is a member of the Clwyd Pension Fund.

International accounting standards require that councils account for the cost of pension entitlements earned in the year, rather than the cost of the contributions paid to the pension fund. The pension fund has to work out how much money it would owe if all of the individual members became entitled to immediate payment of their pension. It then has to work out how much money it has in investments. Returns on investments are impacted by the wider national and international economic environment and taken with the fact that people are generally living longer, the pension fund has less in

investments than the theoretical amount it would have to pay out. This is known as a deficit. Although it is highly unlikely that the Council would ever have to pay out this money, it must show this deficit in its accounts. The Pension Fund is subject to a triennial valuation and the estimates contained in the accounts are based on the latest full valuation of the scheme as at 31 March 2019. The notes in the accounts show further details.

**Housing Stock Business Plan**

The Council owns 3,378 council dwellings - known as the housing stock. Since 2005 the Council has invested significantly in improving its housing stock and achieved the Welsh Housing Quality Standard in 2014. Part of this investment has been funded through borrowing and the Council has a detailed 30-year Housing Stock Business Plan, which helps to ensure that the investment in the Council's houses remains affordable and sustainable in the long term. The Housing Stock Business Plan is regularly reviewed and formally approved by the Council's Cabinet every year and it remains financially strong. The latest Housing Stock Business Plan allows for investment of £25m in new stock and £23m in planned improvements over the next four years.

**Borrowing & Investments**

The Council's strategy in 2018/19 has continued to be one of keeping borrowing and investment balances as low as possible through use of temporary cash surpluses ensuring a sufficient level of cash is maintained. Investment balances are continually monitored with the aim of maintaining sufficient levels to meet the Council's cash flow requirements. The Council's treasury position is reported to the Corporate Governance Committee throughout the year. The Council's outstanding debt at 31 March 2019 was £228.1m, investment balances were £4.4m and a further £5.3m was held in an instantly accessible bank account.

**Accounting Policies & International Financial Reporting Standards (IFRS)**

The Accounting Policies are detailed fully in Note 1 to the accounts. This is the ninth year that the Council's accounts have been produced to comply with international standards and the Code of Practice on Local Authority Accounting. There have been significant changes to the 2018/19 Code of Practice on Local Authority Accounting in the United Kingdom (the code) following the adoption of International Financial Reporting Standard (IFRS) 9 - Financial Instruments from 1 April 2018. The Code specifies how the Council should classify and measure financial assets and financial liabilities. The changes have resulted in the creation of a new earmarked reserve for Modified Loans. The reserve will be used to neutralise the impact of higher effective interest charges to the Comprehensive Income & Expenditure Statement over the remaining life of the loan.

**Statutory Functions**

There were no significant changes to the Council's statutory functions during 2018/19.

**The Corporate Plan**

During 2018/19 the Council continued its commitment to delivering the 2012-2017 Corporate Plan which aimed to deliver significant investment in schools, social care facilities and roads. Expenditure on Corporate Plan projects included £12.8m on the new Christ the Word Catholic School in Rhyl and £5.6m on new schools in Llanfair Dyffryn Clwyd and Clocaenog. While the previous five-year Plan ended in 2017/18, it was always envisaged that some of the major investment projects within it would be delivered over a longer timeframe. The majority of the projects have been delivered but there will be some further spend in 2019/20, including on the major schools' projects and social care facilities.

The current Corporate Plan 2017-22: 'Working Together for the Future of Denbighshire', builds on this track record of delivery. The overall ambition of this Plan is to ensure that Denbighshire is a place where residents and businesses are well connected and resilient; where young people have opportunities for affordable housing and acquire skills and jobs to lead successful and fulfilling lives, and where we can all enjoy an attractive and protected environment. Like the last plan, this Corporate Plan contains specific actions that will be delivered over five years. Perhaps even more importantly though, these actions are designed to have an impact beyond the next five years with future generations in mind.

This Corporate Plan sets out our ambitious but deliverable priorities for the five year period 2017-22. Some of these priorities will require significant capital investment, others revenue funding, and some may be delivered at no additional cost. We think we need to invest somewhere in the region of an additional £135m in our corporate priorities over the five years if we are to achieve all that we'd like.

To pay for the capital investment identified, we will need to commit revenue budget and cash to the priorities. During 2017/18 we identified £0.5m of our revenue budget for 2018/19 and £1m cash to support the new corporate priorities. A further revenue contribution of £0.5m was secured through the 2019/20 budget process. Further annual budget allocations will be required but it is recognised that this will be difficult to achieve as the Council's total budget reduces.

Although £135m is a large sum, the Council would not have to provide all of this money itself. We expect that grants from the Welsh Government will be available to help fund the planned work to improve our schools and flood defences. We also plan to use income from housing rent to help fund the new council housing. In reality, we think that the Council may have to contribute around £71m of the £135m.

With these levels of additional investment, we must deliver drastic improvements. If we are successful - and we believe we will be - Denbighshire will be fit for the future and continue to be one of the best places in the UK to live, learn, work and visit.

**Looking Ahead**

It is likely that local government funding settlements will reduce further in the coming three to five years at the same time as demand for services and costs are rising so the amount the Council spends each year will have to reduce accordingly. Whilst there is uncertainty about the precise levels of reduction each year, it is inevitable that some hard decisions will have to be taken to ensure the Council lives within its means and continues to deliver its priorities. However, the Council's record of delivery in identifying and achieving savings while managing reserves and balances carefully results in a high degree of confidence that the Council will

continue to deliver effective services while providing some investment in the new Corporate Plan during this challenging period.

Reform of local government in Wales remains on the national agenda but proposals are not yet finalised. The integration of some social care and health provision across the region will continue to progress during 2019/20 and is likely to develop further in future years.

Full details of the Council's budget for 2019/20, including details of service budgets, the Housing Revenue Account and Capital budgets can be found in the Budget Summary document which will be presented to Cabinet in June 2019 as part of the Finance Report.

**Richard Weigh**  
**Chief Financial Officer (Section 151 Officer)**

**Section 2: Statement of Responsibilities**

**The County Council's Responsibilities**

The County Council is required to:

- (i) 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 is the Chief Financial Officer;
- (ii) manage its affairs to ensure economic, efficient and effective use of resources and safeguard its assets;
- (iii) approve the Statement of Accounts.

**Authority's Certificate**

I approve the Statement of Accounts of Denbighshire County Council.

Signed \_\_\_\_\_ Date \_\_\_\_\_

**Chair of Corporate Governance Committee**

**Responsibilities of the Chief Financial Officer**

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

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

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

The Chief Financial Officer has also:

- (i) kept proper up to date accounting records;
- (ii) taken reasonable steps for the prevention of fraud and other irregularities.

**Certificate: Chief Financial Officer**

I certify that the accounts presented give a true and fair view of the financial position of Denbighshire County Council at the reporting date and its income and expenditure for the year ended 31 March 2019.

Signed  \_\_\_\_\_ Date 03/06/2019

**Richard Weigh**  
**Chief Financial Officer (Section 151 Officer)**

**Section 3: Financial Statements and Notes to the Accounts****Contents**

Expenditure and Funding Analysis	13
Comprehensive Income and Expenditure Statement	17
Movement in Reserves Statement	19
Balance Sheet	21
Cash Flow Statement	23
<b><u>Notes to the Accounts</u></b>	<b>24</b>
1. Accounting Policies	24
2. Accounting Standards That Have Been Issued but Not Yet Adopted	40
3. Critical Judgements in Applying Accounting Policies	41
4. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty	41
5. Material Items of Income and Expense	43
6. Events After the Balance Sheet Date	43
7. Expenditure and Income Analysed by Nature	43
8. Adjustments Between Accounting Basis and Funding Basis Under Regulation	44
9. Other Operating Expenditure	47
10. Financing and Investment Income and Expenditure	47
11. Taxation and Non-Specific Grant Income	47
12. Council Tax	47
13. National Non-Domestic Rates (NNDR)	48
14. Property, Plant and Equipment	49
15. Investment Properties	53
16. Debtors	53
17. Debtors for Local Taxation	53
18. Financial Instruments	54
19. Assets Held for Sale	57
20. Creditors	57
21. Movements in Earmarked Reserves	58
22. Usable Reserves	62
23. Unusable Reserves	64
24. Cash Flow Statement - Operating Activities	66
25. Cash Flow Statement - Investing Activities	66
26. Cash Flow Statement - Financing Activities	67
27. Reconciliation of Liabilities Arising from Financing Activities	67
28. Members' Allowances	67
29. Officers' Remuneration	68
30. External Audit Costs	72
31. Grant Income	73
32. Related Parties	74
33. Capital Expenditure and Capital Financing	76
34. Leases	78
35. Pension Schemes Accounted for as Defined Contribution Schemes	79
36. Defined Benefit Pension Schemes	79
37. Nature and Extent of Risk Arising From Financial Instruments	86
38. Heritage Assets	90



**Expenditure and Funding Analysis**

The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Council's services. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

**Note 1 Adjustments for Capital Purposes**

This column adds in depreciation, impairment and revaluation gains and losses in the services line, and for:

- Other operating expenditure - adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Financing and Investment Income and Expenditure** - the statutory charges for capital financing i.e. Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- **Taxation and non-specific grant income** - capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non-specific Grant Income line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in year.

**Note 2 Net Change for the Pensions Adjustment**

This column shows the net change for the removal of pension contributions and the addition of IAS19 Employee Benefits pension related expenditure and income:

- **For services** this represents the removal of the employee contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.
- **For Financing and Investment Income and Expenditure** - the net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement.

**Note 3 Other Differences**

This column includes other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute.

- **For Financing and Investment Income and Expenditure** this recognises adjustments to the Council Fund for the timing differences for premiums and discounts.

2018/19	Final Outturn Report (Management Accounts) £000	Technical adjustments to Management Accounts £000	Net Expenditure Chargeable to the Council Fund and HRA Balances £000	Adjustments between Funding & Accounting Basis			Total Adjustments £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
				Adjustments for Capital Purposes (Note 1) £000	Net change for the Pension Adjustments (Note 2) £000	Other Differences (Note 3) £000		
Customers, Communication & Marketing	2,964	290	3,254	339	85	0	424	3,678
Education & Children's Services	15,277	(200)	15,077	81	365	(115)	331	15,408
Schools	68,405	(117)	68,288	12,320	(150)	464	12,634	80,922
Business Improvement & Modernisation	4,521	152	4,673	461	31	(5)	487	5,160
Legal, HR & Democratic Services	2,584	63	2,647	29	75	14	118	2,765
Corporate & Miscellaneous	15,061	(2,890)	12,171	6	(762)	(2)	(758)	11,413
Facilities, Assets & Housing	7,328	(516)	6,812	3,414	375	36	3,825	10,637
Finance	3,138	(83)	3,055	0	72	4	76	3,131
Highways & Environment	19,556	141	19,697	6,986	335	25	7,346	27,043
Planning & Public Protection	2,983	(98)	2,885	1,751	140	(7)	1,884	4,769
Community Support Services	35,111	1,089	36,200	306	465	(98)	673	36,873
Local Authority Housing (HRA)	0	(5,339)	(5,339)	6,485	97	2	6,584	1,245
Net Cost of Services	176,928	(7,508)	169,420	32,178	1,128	318	33,624	203,044
Other Income and Expenditure	0	(165,215)	(165,215)	(35,525)	6,863	(18)	(28,680)	(193,895)
(Surplus) or Deficit	176,928	(172,723)	4,205	(3,347)	7,991	300	4,944	9,149
Opening Council Fund & HRA Balance			(39,203)					
IFRS 9 Adjustment Council Fund & HRA balance at 1.4.18			(4,733)					
Less/Plus (Surplus) or Deficit on Council Fund & HRA Balance in Year Closing Council Fund & HRA Balance at 31 March*			4,205					
			(39,731)					

\* For a split of this balance between the Council Fund and the HRA see the Movement in Reserves Statement

	Final Outturn Report (Management Accounts) £000	Technical adjustments to Management Accounts £000	Net Expenditure Chargeable to the Council Fund and HRA Balances £000	Adjustments between Funding & Accounting Basis			Total Adjustments £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
				Adjustments for Capital Purposes (Note 1) £000	Net change for the Pension Adjustments (Note 2) £000	Other Differences (Note 3) £000		
2017/18								
Customers, Communication & Marketing	3,004	(218)	2,786	287	113	(10)	390	3,176
Education & Children's Services	13,415	749	14,164	79	444	54	577	14,741
Schools	66,229	(254)	65,975	9,965	61	(763)	9,263	75,238
Business Improvement & Modernisation	4,556	715	5,271	538	159	2	699	5,970
Legal, HR & Democratic Services	2,590	(16)	2,574	12	162	(5)	169	2,743
Corporate & Miscellaneous	18,021	(4,819)	13,202	2,409	(986)	(6)	1,417	14,619
Facilities, Assets & Housing	6,668	(474)	6,194	4,325	537	(75)	4,787	10,981
Finance	2,914	217	3,131	0	106	(3)	103	3,234
Highways & Environment	17,765	(856)	16,909	7,047	453	(57)	7,443	24,352
Planning & Public Protection	3,001	111	3,112	3,194	216	(14)	3,396	6,508
Community Support Services	32,356	(242)	32,114	364	736	26	1,126	33,240
Local Authority Housing (HRA)	0	(5,666)	(5,666)	7,063	139	15	7,217	1,551
<b>Net Cost of Services</b>	<b>170,519</b>	<b>(10,753)</b>	<b>159,766</b>	<b>35,283</b>	<b>2,140</b>	<b>(836)</b>	<b>36,587</b>	<b>196,353</b>
Other Income and Expenditure	0	(159,663)	(159,663)	(31,255)	7,209	(6)	(24,062)	(183,725)
<b>(Surplus) or Deficit</b>	<b>170,519</b>	<b>(170,416)</b>	<b>103</b>	<b>4,018</b>	<b>9,349</b>	<b>(842)</b>	<b>12,525</b>	<b>12,628</b>
Opening Council Fund & HRA Balance			(39,306)					
Less/Plus (Surplus) or Deficit on Council Fund & HRA Balance in Year			103					
<b>Closing Council Fund &amp; HRA Balance at 31 March*</b>			<b>(39,203)</b>					

**Comprehensive Income and Expenditure Statement**

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation or rents. Authorities raise taxation and rents to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the Movement in Reserves Statement.

	2017/18			2018/19		
	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
	3,353	(177)	3,176	4,289	(611)	3,678
	27,395	(12,654)	14,741	29,066	(13,658)	15,408
	84,652	(9,414)	75,238	89,418	(8,496)	80,922
	6,179	(209)	5,970	5,266	(106)	5,160
	3,513	(770)	2,743	3,550	(785)	2,765
	49,172	(34,553)	14,619	43,699	(32,286)	11,413
	21,784	(10,803)	10,981	22,917	(12,280)	10,637
	4,903	(1,669)	3,234	4,459	(1,328)	3,131
	35,768	(11,416)	24,352	36,683	(9,640)	27,043
	9,987	(3,479)	6,508	9,408	(4,639)	4,769
	55,914	(22,674)	33,240	62,027	(25,154)	36,873
	15,881	(14,330)	1,551	16,604	(15,359)	1,245
	<b>318,501</b>	<b>(122,148)</b>	<b>196,353</b>	<b>327,386</b>	<b>(124,342)</b>	<b>203,044</b>
			<b>Cost of Services</b>			



**Movement in Reserves Statement**

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

	Note	Revenue Reserves				Capital Reserves			Total Usable Reserves	Unusable Reserves	Total Authority Reserves
		Council Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves			
		£000	£000	£000	£000	£000	£000	£000	£000	£000	
Balance at 31 March 2018		(7,541)	(29,459)	(2,203)	(5,374)	(3,150)	(47,727)	(5,737)	(53,464)		
IFRS 9 Adjustment			(4,733)				(4,733)	124	(4,609)		
Balance at 1 April 2018		(7,541)	(34,192)	(2,203)	(5,374)	(3,150)	(52,460)	(5,613)	(58,073)		
Movement in reserves during 2018/19		8,163		986			9,149		9,149		
(Surplus) or Deficit on the Provision of Services	C1&ES										
Other Comprehensive Income & Expenditure	C1&ES							18,703	18,703		
Total Comprehensive Income & Expenditure		8,163		986			9,149	18,703	27,852		
Adjustments Between Accounting Basis & Funding Basis Under Regulation	8	(4,517)		(427)	(1,060)	(1,445)	(7,449)	7,449			
Net (Increase)/Decrease before Transfers to Earmarked Reserves		3,646		559	(1,060)	(1,445)	1,700	26,152	27,852		
Transfers to/from Earmarked Reserves	21	(3,579)	3,619	(40)			0				
(Increase)/Decrease in 2018/19		67	3,619	519	(1,060)	(1,445)	1,700	26,152	27,852		
Balance at 31 March 2019		(7,474)	(30,573)	(1,684)	(6,434)	(4,595)	(50,760)	20,539	(30,221)		





## Balance Sheet

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

31 March 2018 £000		Note	31 March 2019 £000	31 March 2019 £000
100,841	<i>Council Dwellings</i>		98,942	
232,385	<i>Other Land &amp; Buildings</i>		230,454	
8,546	<i>Vehicles, Plant, Furniture &amp; Equipment</i>		10,527	
120,165	<i>Infrastructure</i>		122,102	
2,466	<i>Community Assets</i>		2,466	
18,779	<i>Assets Under Construction</i>		41,114	
4,258	<i>Surplus Assets not Held for Sale</i>		5,316	
487,440	Property, Plant & Equipment	14	510,921	
8,495	Heritage Assets	38	15,145	
8,623	Investment Property	15	8,581	
1	Long Term Investments	18	1	
661	Long Term Debtors	18	2,392	
<b>505,220</b>	<b>Long Term Assets</b>			<b>537,040</b>
7,400	Short Term Investments	18	4,400	
4,946	Assets Held for Sale (<1yr)	19	2,898	
1,127	Inventories		1,238	
23,204	Short Term Debtors	16	30,811	
4,027	Cash & Cash Equivalents	CFS	4,177	
<b>40,704</b>	<b>Current Assets</b>			<b>43,524</b>
(31,935)	Short Term Borrowing	18	(26,502)	
(25,950)	Short Term Creditors	20	(30,603)	
(641)	Provisions		(350)	
(2,298)	Provision for Accumulated Absences		(2,617)	
(1,042)	Revenue Grants Receipts in Advance		(2,191)	
(2,082)	Capital Grants Receipts in Advance		(2,332)	
<b>(63,948)</b>	<b>Current Liabilities</b>			<b>(64,595)</b>
(3,340)	Long Term Creditors	18	(3,340)	
(347)	Provisions		(162)	
(175,364)	Long Term Borrowing	18	(198,539)	
(249,461)	Other Long Term Liabilities	23	(283,707)	
<b>(428,512)</b>	<b>Long Term Liabilities</b>			<b>(485,748)</b>
<b>53,464</b>	<b>Net Assets</b>			<b>30,221</b>

31 March 2018 £000		Note	31 March 2019 £000	31 March 2019 £000
(7,541)	Council Fund	22	(7,474)	
(29,459)	Earmarked Reserves	21	(30,573)	
(2,203)	Housing Revenue Account	22	(1,684)	
(5,374)	Capital Receipts Reserve	22	(6,434)	
(3,150)	Capital Grants Unapplied	22	(4,595)	
<b>(47,727)</b>	<b>Usable Reserves</b>			<b>(50,760)</b>
(100,153)	Revaluation Reserve		(102,667)	
249,461	Pensions Reserve		283,707	
(205)	Deferred Capital Receipts Reserve		(205)	
(157,489)	Capital Adjustment Account		(163,369)	
351	Financial Instruments Adjustment Account		456	
2,298	Short Term Accumulating Compensated Absences Account		2,617	
<b>(5,737)</b>	<b>Unusable Reserves</b>	23		<b>20,539</b>
<b>(53,464)</b>	<b>Total Reserves</b>			<b>(30,221)</b>

**Cash Flow Statement**

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

2017/18 £000		Note	2018/19 £000
12,628	Net (Surplus) or Deficit on the Provision of Services		9,149
(27,053)	Adjustments to Net (Surplus) or Deficit on the Provision of Services for non-cash movements		(23,821)
2,220	Adjustments for items included in the Net (Surplus) or Deficit on the Provision of Services that are investing and financing activities		2,738
<b>(12,205)</b>	<b>Net cash flows from Operating Activities</b>	24	<b>(11,934)</b>
29,087	Investing Activities	25	35,623
(20,070)	Financing Activities	26	(23,839)
<b>(3,188)</b>	<b>Net (increase) or decrease in Cash &amp; Cash Equivalents</b>		<b>(150)</b>
839	Cash & Cash Equivalents at the beginning of the period		4,027
3,188	Increase/(Decrease) in Cash		150
<b>4,027</b>	<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>		<b>4,177</b>

The balance of cash and cash equivalents is made up of the following elements:

326	Cash held by the Council	346
(1,499)	Bank current accounts	(1,469)
5,200	Cash held in instant call account	5,300
<b>4,027</b>	<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>	<b>4,177</b>

**Notes to the Accounts****1. Accounting Policies****i. General Principles**

The Statement of Accounts summarises the Council's transactions for the 2018/19 financial year position at the year-end of 31 March 2019. The Council is required to prepare an Annual Statement of Accounts by the Accounts and Audit (Wales)(Amendment) Regulations 2018. Those Regulations require the Statement of Accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the 'Code of Practice on Local Authority Accounting in the United Kingdom 2018/19' (the Code), supported by International Financial Reporting Standards (IFRS).

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

The Council's presentation of the accounts complies with the adoption of International Financial Reporting Standards (IFRS). The Main Statements comprise:

- The Movement in Reserves Statement
- The Comprehensive Income and Expenditure Statement
- The Balance Sheet
- The Cash Flow Statement

**ii. Accounting for Local Authority Schools**

The Code of Practice on Local Authority Accounting in the United Kingdom confirms that the balance of control for local authority maintained schools (i.e. those categories of schools 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. Therefore schools' transactions, cash flows and balances are recognised in each of the financial statements of the authority as if they were the transactions, cash flows and balances of the authority.

**iii. Accruals of Income and Expenditure**

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

- Fees, charges and rents due from customers are accounted for as income at the date the Council provides the relevant goods and services.
- Supplies of goods and services 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.
- Interest payable on borrowing and receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where income 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 it is doubtful that debts will be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

**iv. Cash and Cash Equivalents**

Cash is represented by cash in hand and cash held in deposit accounts which is repayable on demand. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in the value. This means that 'Cash and Cash Equivalents' includes cash held in the bank, demand deposits and instant access call accounts.

**v. Charges to Revenue for Non-Current Assets**

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

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible fixed assets attributable to the service

The Council is not required to raise Council Tax to fund depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Council in accordance with statutory guidance. Depreciation, revaluation and impairment losses and amortisation are therefore replaced by the contribution in the Council Fund Balance (MRP) by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

**vi. Employee Benefits****Benefits Payable During Employment**

Short term employee benefits such as wages and salaries, paid annual leave, sick leave and expenses are paid on a monthly basis and charged on an accruals basis to the relevant service line of the Comprehensive Income & Expenditure Statement.

**Termination Benefits**

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the appropriate service line in the Comprehensive Income & Expenditure Statement, at the earlier of when the authority can no longer withdraw the offer of those benefits or when the authority recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the Council Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits

for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

### **Post Employment Benefits**

Employees of the Council are members of two separate pension schemes:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE).
- The Local Government Pension Scheme, administered by Flintshire County Council.

Both schemes provided defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council.

However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Council. The scheme is therefore accounted for as if it were a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet. The Schools and Education & Children's Services lines in the Comprehensive Income & Expenditure Statement are charged with the employer's contributions payable to Teachers' Pensions in the year.

### **The Local Government Pension Scheme**

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

- The liabilities of the Clwyd Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method - i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc., and estimates of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate based on the market value yields at the reporting date on high quality corporate bonds.
- The assets of Clwyd Pension Fund attributable to the Council are included in the Balance Sheet at their fair value.
  - quoted securities - current bid price
  - unquoted securities - professional estimate
  - unlisted securities - current bid price
  - property - market value
- The change in the net pensions liability is analysed into the following components:  
Service cost comprising:
  - current service cost - the increase in liabilities as a result of years of service earned this year - allocated in the Comprehensive Income & Expenditure Statement to the services for which the employees worked.
  - past service cost - the increase in liabilities arising from current year decisions, the effect of which relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income & Expenditure Statement as part of Corporate & Miscellaneous.
  - net interest on the net defined benefit liability, i.e. net interest expense for the authority - the change during the period in the net defined benefit liability that arises from the passage of time, Charged to the financing & Investment Income &

Expenditure line of the Comprehensive Income & Expenditure Statement. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability at the beginning of the period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments.

Remeasurements comprising:

- the return on plan assets - excluding amounts included in net interest on the net defined benefit liability - charged to the Pensions Reserve as Other Comprehensive Income & Expenditure.
- actuarial gains and losses - changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions - charged to the Pensions Reserve as Other Comprehensive Income & Expenditure.

Contributions paid to the Clwyd Pension Fund - cash paid as employer's contributions to the pension fund.

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

### **Discretionary Benefits**

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

### **vii. Events After the Reporting Period**

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

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

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

**viii. Fair Value Measurement**

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

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

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

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

The authority uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the authority's financial statements are categorised within the fair value hierarchy as follows:

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

**ix. Financial Instruments**

**Financial Liabilities**

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

For all of the borrowing the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the Comprehensive income & Expenditure Statement is the amount payable



for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing & Investment Income and Expenditure line in the Comprehensive Income & Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new modified loan and the write-down to the Comprehensive Income & Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate. However in 2018/19 with the introduction of IFRS 9, the Council has had to recalculate the carrying amount of the modified loan as at 1 April 2018 using the original effective interest rate. The change has resulted in a credit to the CI&ES and a new reserve being set up. The increase in interest charges over the remainder of the loan period will mean that the reserve will be used to fund this increase.

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

### **Financial Assets**

Financial assets are classified into two types:

- loans and receivables - assets that have fixed or determinable payments but are not quoted in an active market
- available-for-sale assets - assets that have a quoted market price and/or do not have fixed or determinable payments

### **Loans and Receivables**

Loans and receivables are recognised in 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 & Investment Income and Expenditure line in the Comprehensive Income & Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For all of the loans that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income & Expenditure Statement is the amount receivable for the year in the loan agreement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service (for receivables specific to that service) or the

Financing & Investment Income and Expenditure line in the Comprehensive Income & Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

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

### **Soft Loans**

A soft loan is a loan which the Council has given to an external body at an interest rate which is less than the market rate. In this case, soft loan accounting needs to be applied. However, if the size of the transaction is deemed to be de-minimis, there is no need to apply soft loan accounting. The Council has set this de-minimis level at £150k for each individual loan granted or where the fair value adjustment is not material.

### **x. Government Grants and Contributions**

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

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

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

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

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

**xi. Heritage Assets**

**Tangible & Intangible Heritage Assets (described in this summary of significant accounting policies as Heritage Assets)**

The Council's Heritage Assets are held at a number of sites, including Rhyl Museum (within Rhyl Library). Nantclwyd-y-Dre, Ruthin Gaol and Plas Newydd have permanent collections and the buildings themselves are also treated as Heritage Assets. All sites (except Nantclwyd-y-Dre) are accredited under the Arts Council of England Museums Accreditation scheme.

The collections of Heritage Assets are held in support of the primary objective of the Council's museums i.e. to care for the heritage of Denbighshire, making it accessible for all through inspiration, learning and enjoyment.

Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on Property, Plant & Equipment. However, some of the measurement rules are relaxed in relation to Heritage Assets as the Council considers that obtaining valuations for the collections would involve a disproportionate cost in comparison to the benefits provided to the users of the financial statements. This is because of the diverse nature of the assets held and the lack of comparable values. The collections are monitored in accordance with a Collections Development Policy approved under Museums Accreditation and items are only added infrequently according to set procedure.

All collections care work aims to comply with the Museums Accreditation standards. Asset lives of the collections are deemed to be indefinite due to the preventative work undertaken by Denbighshire's Heritage Service and because of the nature of the items concerned. It is not appropriate therefore to charge depreciation.

The Council adheres to the Museums Association's guidelines on disposal.

**xii. Investment Property**

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

Investment Properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, Investment Properties are measured at highest and best use. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing & Investment Income and Expenditure line in the Comprehensive Income & Expenditure Statement. The same treatment is applied to gains and losses on disposal.

A de-minimis expenditure level of £30k has been set for Investment Properties, below which expenditure will not be subject to capital accounting requirements. Where an asset is revalued below £30k, any associated expenditure and depreciation will normally be written out and the asset removed from the Fixed Asset Register.

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

**xiii. Leases**

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

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

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

**The Council as Lessee****Finance Leases**

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

Lease payments are apportioned between:

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

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

The Council is not required to raise council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore

substituted by a revenue contribution in the Council Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

### Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income & Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment.

### **The Council as Lessor**

#### Finance Leases

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

Lease rentals are apportioned between:

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

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

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

**Operating Leases**

Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income & Expenditure Statement.

**xiv. Non Exchange Revenue**

**Recognition of Revenue from Non-exchange Transactions**

Assets and revenue arising from non-exchange transactions are recognised in accordance with the requirements of IAS 20 Accounting for Government Grants and Disclosure of Government Assistance, except where interpreted or adapted to fit the public sector are detailed in the Code and/or IPSAS 23, 'Revenue from Non-exchange Transactions (Taxes and Transfers)'.

**Taxation Transactions**

Assets and revenue arising from taxation transactions are recognised in the period in which the taxable event occurs, provided that the assets satisfy the definition of an asset and meet the criteria for recognition as an asset.

**Non-taxation Transactions**

Assets and revenue arising from transfer transactions are recognised in the period in which the transfer arrangement becomes binding. Services in-kind are not recognised.

Where a transfer is subject to conditions that, if unfulfilled, require the return of the transferred resources, the authority recognises a liability until the condition is fulfilled.

**Basis of Measurement of Major Classes of Revenue from Non-exchange Transactions**

Taxation revenue is measured at the nominal value of cash and cash equivalents. Assets and revenue recognised as a consequence of a transfer are measured at the fair value of the assets recognised as at the date of recognition:

- Monetary assets are measured at their nominal value unless the time value of money is material, in which case present value is used, calculated using a discount rate that reflects the risk inherent in holding the asset; and
- Non-monetary assets are measured at their fair value, which is determined by reference to observable market values or by independent appraisal by a member of the valuation profession. Receivables are recognised when a binding transfer arrangement is in place but cash or other assets have not been received.

**xv. 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.

#### **xvi. Property, Plant and Equipment**

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

##### **Recognition**

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

A de-minimis expenditure level of £30k has been set for Property, Plant & Equipment, below which expenditure will not be subject to capital accounting requirements. Where an asset is revalued below £30k, any associated expenditure and depreciation will normally be written out and the asset removed from the Fixed Asset Register.

##### **Measurement**

Assets are initially measured at cost, comprising:

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

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

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in



the cash flows of the Council). In the latter case, where an asset is acquired via an exchange, the cost of acquisition is the carrying amount of the asset given up by the Council.

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

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

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

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

Subsequent revaluations of non-current assets are planned as part of a continuous assessment in order that all assets are revalued within five years of their previous valuation, although material changes to asset valuation will be adjusted in the interim period as they occur. 100% of the Council dwellings were revalued during 2016/17. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income & Expenditure Statement where they arise from a reversal of a loss previously charged to a service.

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

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

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

### **Impairment**

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

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



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

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

### **Depreciation**

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

Depreciation is calculated using the following bases:

- dwellings and other buildings - straight-line allocation over the useful life of the property as estimated by the valuer
- vehicles, plant, furniture and equipment - straight line method
- infrastructure - straight line allocation over 40 years

Depreciation is not charged in the year of acquisition or disposal.

### **Componentisation**

It is Council policy that where a material item of property, plant and equipment has major components, whose cost is significant in relation to the total costs of the item, the components are depreciated separately. The requirements are applicable to enhancement expenditure incurred, acquisition expenditure incurred and revaluations carried out. A de-minimis materiality level of £2.5m of the value of the asset has been set, below which individual items of property, plant and equipment will not be considered for componentisation. Significant components will be deemed as those whose current cost is 20% or more of the total current cost of the asset and categorised as follows based on significance, useful life and depreciation method:

- superstructure and substructure
- internal finishes and fittings
- services

Land is identified as a separate component in its own right.

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

**Disposals and Non-current Assets Held for Sale**

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income & Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on the Provision of Services. Depreciation is not charged on Assets Held for Sale. If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as Held for Sale, adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale and their recoverable amount at the date of the decision not to sell.

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

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

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

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

**xvii. Provisions**

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

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

When payments are eventually made, they are charged to the provision carried in the Balance

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

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

**xviii. Reserves**

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

**xix. Revenue Expenditure Funded from Capital Under Statute**

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of non-current assets has been charged as expenditure to the relevant service revenue account in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer to the Capital Adjustment Account then reverses out the amounts charged in the Movement in Reserves Statement so there is no impact on the level of council tax.

**xx. VAT**

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

**2. Accounting Standards That Have Been Issued but Not Yet Adopted**

Under the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 (the Code), the Council is required to disclose information setting out the impact of an accounting change required by a new accounting standard that has been issued but not yet adopted by the Code.

**IFRS 16 Leases**

This will require a local authority which is a lessee to recognise most leases on the Balance Sheet as right-of-use assets with corresponding lease liabilities (there is a recognition for low-value and short-term leases). CIPFA/LASAAC have deferred implementation of IFRS 16 for local government to 1 April 2020.

**IAS 40 Investment Property: Transfers of Investment Property**

This provides further explanation of the instances in which a property can be reclassified as an investment property. It is not expected to have any impact on the Council.

**IFRIC 22 Foreign Currency Transactions and Advance Consideration**

This clarifies the treatment of payments in a foreign currency made in advance of obtaining or delivering services or goods. The Council does not have any material transactions within the scope of the amendment.

**IFRIC 23 Uncertainty over Income Tax Treatments**

This provides additional guidance on income tax treatment when there is uncertainty. This is not expected to have an impact on the accounts.

**IFRS 9 Financial Instruments: Prepayment Features with Negative Compensation**

This amends IFRS 9 to make clear that amortised cost should be used where prepayments are substantially lower than the unpaid principal and interest. The Council has no loans within the scope of this amendment.

**3. Critical Judgements in Applying Accounting Policies**

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

- **Future Levels of Government Funding** - There is a high degree of uncertainty around the future levels of funding for local authorities. The Council has set aside amounts in provisions, balances and reserves which it believes are appropriate to manage the Council's finances over the medium term. The Council has also determined that its strong track record in financial and budgetary management means that there is as yet insufficient reason to change the assumption that the assets of the Council will not be significantly impaired as a result of the need to close facilities and/or significantly reduce levels of service provision. This judgement is kept under regular review.
- **Economic Uncertainty** - While assessing the appropriate levels of provisions, balances and reserves, the wider economic picture has also been taken into account.

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

The Statement of Accounts contains some estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be different from the assumptions and estimates. It is likely that the use of estimates when, for example, calculating accruals and service recharges will increase over the coming years due to the need to comply with the Welsh Government's proposals to bring forward the timetable for publishing the statements of accounts of local authorities, to bring them into line with other parts of the public sector. There has not, however, been a need for any significant increase in use of estimates in the current Statement of Accounts.

The items in the Balance Sheet at 31 March 2019 for which there is some risk of adjustment in the forthcoming financial year are as follows:

**Property, Plant & Equipment**

Assets are depreciated over useful lives that are dependent on assumptions about the future level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to some of the assets. If the useful life of the asset is reduced, depreciation increases and the carrying amount of the asset falls. Property, Plant & Equipment are revalued on a periodic basis and tested annually for indicators of impairment. Judgements are required to make an assessment as to whether there is an indication of impairment. The impairment tests include examination of capital expenditure incurred in the financial year to ascertain whether it has resulted in an increase in value or an impairment of an asset. Advice has been provided by the Council's valuers. If the actual results differ from the assumptions, the value of PP&E assets will be over or under-stated. This would be adjusted when the assets were next revalued.

The value of Property, Plant & Equipment disclosed on the Balance Sheet is £510,921k and further information is contained within Note 14.

**Minimum Revenue Provision (MRP)**

The Council amended its MRP policy for 2017/18 in relation to supported borrowing. For supported borrowing, the policy was changed to calculate MRP based on 50 years for Council Fund debt on capital expenditure incurred prior to 1 April 2017, and based on expected useful life for capital expenditure incurred after 1 April 2017. The total MRP paid in 2018/19 was £9,297k as per Note 8.

**Pension Liability**

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.

The value of the pension liability and corresponding pension reserve disclosed on the Balance Sheet is £283,707k. Detailed information is contained within Notes 23, 35 and 36.

**Employee Benefit Accrual**

The accrual for employee benefits (annual and flexi time leave) was calculated based on a sample of employees. The balance on the Accumulated Absences Account as at 31 March 2019 was £2,617k and is detailed in Note 23.

**Arrears**

A review of outstanding debt has been made and an allowance made for doubtful debts. Any allowance made for doubtful future debts has to be based on an estimate. The allowance made is prudent but any changes such as economic climate and further changes to the welfare system mean that the allowances may need to be reviewed next year.

At 31 March 2019 the Council had a sundry debtor balance of £7,488k. A review of this balance suggested a specific bad debts provision of £943k and a general bad debts provision of £884k was appropriate. The Council Tax arrears were £2,691k with a bad debts provision of £1,650k. National Non-Domestic Rates arrears were £507k with a bad debts provision of £196k. Housing Benefit Overpayments had arrears of £1,679k with a bad debts provision of £821k. The figures for Housing Rents are shown in Housing Revenue Account Note 2.

## 5. Material Items of Income and Expense

There were no material items of income or expense in the financial year 2018/19.

## 6. Events After the Balance Sheet Date

The Statement of Accounts was authorised for issue by the Chief Financial Officer in June 2019. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2019, the figures in the financial statements have been adjusted in all material respects to reflect the impact of this information.

## 7. Expenditure and Income Analysed by Nature

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

2017/18 £000		2018/19 £000
	<b>Expenditure</b>	
132,806	Employee benefits expenses	138,136
4,944	Employee expenses of V A schools	4,973
147,668	Other services expenses	151,394
33,768	Depreciation, impairment & revaluation losses	33,692
16,087	Interest payments	16,267
16,147	Precepts and levies	16,734
2,248	Loss on the disposal of assets	1,144
<b>353,668</b>	<b>Total Expenditure</b>	<b>362,340</b>
	<b>Income</b>	
(56,471)	Fees, charges and other service income	(60,951)
(963)	Interest and investment income	(551)
(89,376)	Income from council tax and non-domestic rates	(92,200)
(193,575)	Government grants and contributions	(198,874)
(335)	Non-government grants and contributions	(615)
(320)	Gain on the disposal of assets	0
<b>(341,040)</b>	<b>Total income</b>	<b>(353,191)</b>
<b>12,628</b>	<b>(Surplus) or Deficit on the Provision of Services</b>	<b>9,149</b>

## **8. Adjustments between Accounting Basis and Funding Basis Under Regulation**

This note details the adjustments that are made to the Total Comprehensive Income & Expenditure recognised by the Council in the year in accordance with proper accounting practice to arrive at the resources that are specified by statutory provisions as being available to the authority to meet future capital and revenue expenditure.

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

### **Council Fund Balance**

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

### **Housing Revenue Account Balance**

The Housing Revenue Account Balance reflects the statutory obligation to maintain a revenue account for local authority council housing provision in accordance with Part VI of the Local Government & Housing Act 1989. It contains the balance of income and expenditure as defined by the 1989 Act that is available to fund expenditure in connection with the Council's landlord function.

### **Capital Receipts Reserve**

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

### **Capital Grants Unapplied**

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

The presentation of the following tables has been simplified in order to aid the reader in understanding the impact on Unusable Reserves.



Adjustments Between Accounting Basis and Funding Basis Under Regulation	Usable Reserves				Unusable Reserves £000	Relevant Unusable Reserve
	Council Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000		
2018/19						
<b>Adjustments to the Revenue Resources</b>						
Amounts by which income and expenditure included in the Comprehensive Income & Expenditure Statement are different from revenue for the year in accordance with statutory requirements:						
• Pension Costs	(7,654)	(337)			7,991	Pensions Reserve
• Financial Instruments	16	3			(19)	Financial Instruments Adjustment Account
• Holiday Pay	(317)	(2)			319	Accumulated Absences Account
• Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure	(10,083)	(5,674)		(2,795)	18,552	Capital Adjustment Account
<b>Total Adjustments to Revenue Resources</b>	<b>(18,038)</b>	<b>(6,010)</b>	<b>0</b>	<b>(2,795)</b>		
<b>Adjustments between Revenue and Capital Resources</b>						
Transfer of non-current asset sales proceeds from revenue to the Capital Receipts Reserve	2,450	288	(2,738)		0	Deferred Capital Receipts Reserve
Statutory provision for the repayment of debt	6,444	2,853			(16,366)	Capital Adjustment Account
Capital expenditure financed from revenue balances	4,627	2,442				
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>13,521</b>	<b>5,583</b>	<b>(2,738)</b>	<b>0</b>		
<b>Adjustments to Capital Resources</b>						
Use of the Capital Receipts Reserve to finance capital expenditure			1,678		(3,028)	Capital Adjustment Account
Application of capital grants to finance capital expenditure				1,350		
<b>Total Adjustments to Capital Resources</b>	<b>0</b>	<b>0</b>	<b>1,678</b>	<b>1,350</b>		
<b>Total Adjustments</b>	<b>(4,517)</b>	<b>(427)</b>	<b>(1,060)</b>	<b>(1,445)</b>	<b>7,450</b>	

Adjustments Between Accounting Basis and Funding Basis Under Regulation	Usable Reserves				Unusable Reserves £000	Relevant Unusable Reserve
	Council Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000		
2017/18						
<b>Adjustments to the Revenue Resources</b>						
Amounts by which income and expenditure included in the Comprehensive Income & Expenditure Statement are different from revenue for the year in accordance with statutory requirements:						
• Pension Costs	(8,960)	(388)			9,348	Pensions Reserve
• Financial Instruments	6	0			(6)	Financial Instruments Adjustment Account
• Holiday Pay	850	(14)			(836)	Accumulated Absences Account
• Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure	(16,041)	(6,629)		(1,499)	24,169	Capital Adjustment Account
<b>Total Adjustments to Revenue Resources</b>	<b>(24,145)</b>	<b>(7,031)</b>	<b>0</b>	<b>(1,499)</b>		
<b>Adjustments between Revenue and Capital Resources</b>						
Transfer of non-current asset sales proceeds from revenue to the Capital Receipts Reserve	2,097	328	(2,220)		(205)	Deferred Capital Receipts Reserve
Statutory provision for the repayment of debt	6,163	2,703			(8,866)	Capital Adjustment Account
Capital expenditure financed from revenue balances	5,713	1,647			(7,360)	
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>13,973</b>	<b>4,678</b>	<b>(2,220)</b>	<b>0</b>		
<b>Adjustments to Capital Resources</b>						
Use of the Capital Receipts Reserve to finance capital expenditure			1,692		(1,692)	Capital Adjustment Account
Application of capital grants to finance capital expenditure				2,156	(2,156)	
<b>Total Adjustments to Capital Resources</b>	<b>0</b>	<b>0</b>	<b>1,692</b>	<b>2,156</b>		
<b>Total Adjustments</b>	<b>(10,172)</b>	<b>(2,353)</b>	<b>(528)</b>	<b>657</b>	<b>12,396</b>	

## 9. Other Operating Expenditure

2017/18 £000		2018/19 £000
9,788	Police Precept	10,210
4,525	Fire Authority Precept	4,569
1,834	Community Council Precepts	1,955
851	(Gains)/Losses on Held for Sale Assets and the disposal of non-current assets	1,224
685	Pension Administration Costs	729
<b>17,683</b>	<b>Total</b>	<b>18,687</b>

## 10. Financing and Investment Income and Expenditure

2017/18 £000		2018/19 £000
9,147	Interest payable and similar charges	9,450
6,524	Net interest on the net defined benefit liability (asset)	6,134
(44)	Interest receivable and similar income	(106)
(503)	Income & expenditure in relation to Investment Properties & changes in their fair value	238
<b>15,124</b>	<b>Total</b>	<b>15,716</b>

## 11. Taxation and Non-specific Grant Income

2017/18 £000		2018/19 £000
(58,762)	Council tax income	(61,942)
(30,614)	Non-domestic rates	(30,258)
(109,860)	Non-ring fenced government grants	(112,860)
(17,296)	Capital grants and contributions	(23,238)
<b>(216,532)</b>	<b>Total</b>	<b>(228,298)</b>

## 12. Council Tax

Council Tax income derives from charges raised according to the value of residential properties, which have been classified into nine valuation bands, estimating 1 April 2003 values for this specific purpose. Charges are calculated by taking the amount of income required for Denbighshire County Council, each Community Council and the Office of the Police And Crime Commissioner, North Wales and dividing this amount by the Council Tax Base. The Council Tax Base is the total number of properties in each band adjusted to convert the number to a Band D equivalent and adjusted for discounts. The tax base was 39,555 in 2018/19 (39,275 in 2017/18).

The basic amount (including Community Council precept and Office of the Police and Crime Commissioner, North Wales precept) for a Band D property was £1,555.29 (£1,487.18 in 2017/18) and is multiplied by the proportion specified for the particular band to give the individual amount due.

Council tax bills were based on the following multipliers for bands A to I:

Band	A	B	C	D	E	F	G	H	I
Multiplier	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	21/9
No. of properties in Council Tax Systems at 31 March 2019	3,965	7,204	14,390	7,767	5,395	3,687	1,999	313	169

**Analysis of the net proceeds from Council Tax:**

2017/18 £000		2018/19 £000
58,762	Council Tax collectible	61,942
(9,788)	Amount payable to Office of the Police & Crime Commissioner, North Wales	(10,210)
(240)	Provision for non-payment of Council Tax	(257)
<b>48,734</b>	<b>Net proceeds from Council Tax</b>	<b>51,475</b>
46,872	Denbighshire County Council split:	
1,834	Denbighshire County Council	49,481
	Community Councils	1,955
28	Discretionary Non-domestic Rate Relief	39
<b>48,734</b>	<b>Total</b>	<b>51,475</b>

**13. National Non-Domestic Rates (NNDR)**

NNDR is organised on a national basis. The Welsh Government specified the rate of 51.4 p in 2018/19 (49.9p in 2017/18) and subject to the effects of transitional arrangements, local businesses pay rates calculated by multiplying their rateable value by that amount. The Council is responsible for collecting rates due from ratepayers in its area but pays the proceeds into the NNDR pool administered by the Welsh Government. The Welsh Government redistributes the sums payable to local authorities on the basis of a fixed amount per head of population.

The NNDR income (after relief and provisions) of £27,905k for 2018/19 (£24,102k for 2017/18) was based on an aggregate rateable value of £67,798k at year-end.

**Analysis of the net proceeds from Non-Domestic Rates:**

2017/18 £000		2018/19 £000
24,102	<b>Non-Domestic Rates collectible</b>	27,905
(23,690)	Less payment into National Pool	(27,631)
(219)	Less Cost of Collection Allowance	(226)
(193)	Less Provision for Bad Debts	(48)
<b>0</b>	<b>Payment into National Pool</b>	<b>0</b>
<b>30,614</b>	<b>Redistribution from National Pool i.e. Net Proceeds from NNDR</b>	<b>30,259</b>

## 14. Property, Plant and Equipment

2018/19	Council Dwellings £000	Other Land & Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	Total Property, Plant & Equipment £000
Gross cost 1 April 2018	115,944	272,813	19,164	163,346	2,546	7,456	18,779	600,048
less: Depreciation and Impairment	(15,103)	(40,428)	(10,618)	(43,181)	(80)	(3,198)	0	(112,608)
Net Book value 1 April 2018	100,841	232,385	8,546	120,165	2,466	4,258	18,779	487,440
Additions	5,347	5,888	4,574	7,451		2,247	32,765	58,272
Revaluations	(474)	(2,932)	0	0		(513)	0	(3,919)
Depreciation	(2,085)	(6,730)	(2,523)	(4,041)		0	0	(15,379)
Impairment	(4,876)	(5,889)	(63)	(1,473)		(1,191)	0	(13,492)
Derecognitions and disposal	(288)	(927)	(7)	0		0	0	(1,222)
Transfers and Reclassifications	477	8,659	0	0		515	(10,430)	(779)
Net Book Value 31 March 2019	98,942	230,454	10,527	122,102	2,466	5,316	41,114	510,921
Gross Cost 31 March 2019	110,068	277,807	18,436	169,083	2,546	6,507	41,114	625,561
less: Depreciation and Impairment	(11,126)	(47,353)	(7,909)	(46,981)	(80)	(1,191)	0	(114,640)
Net Book Value 31 March 2019	98,942	230,454	10,527	122,102	2,466	5,316	41,114	510,921

The presentation of this note has been simplified for the 2018/19 Statement of Accounts.

2017/18	Council Dwellings £000	Other Land & Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	Total Property, Plant & Equipment £000
Gross cost 1 April 2017	112,070	265,192	17,935	156,748	2,564	6,015	5,621	566,145
less: Depreciation and Impairment	(8,451)	(38,444)	(10,126)	(38,396)	(75)	(466)		(95,958)
<b>Net Book value 1 April 2017</b>	<b>103,619</b>	<b>226,748</b>	<b>7,809</b>	<b>118,352</b>	<b>2,489</b>	<b>5,549</b>	<b>5,621</b>	<b>470,187</b>
Additions	4,996	9,805	3,281	7,044	5	2,580	15,701	43,412
Revaluations	90	13,821	0	0	0	(597)	0	13,314
Depreciation	(2,089)	(6,590)	(2,510)	(3,898)	0	(22)	0	(15,109)
Impairment	(4,581)	(9,805)	(35)	(1,333)	(5)	(2,969)	0	(18,728)
Derecognitions and disposal	(328)	(3,016)	(22)	0	0	0	0	(3,366)
Transfers and Reclassifications	(866)	1,422	23	0	(23)	(283)	(2,543)	(2,270)
<b>Net Book Value 31 March 2018</b>	<b>100,841</b>	<b>232,385</b>	<b>8,546</b>	<b>120,165</b>	<b>2,466</b>	<b>4,258</b>	<b>18,779</b>	<b>487,440</b>
<b>Gross Cost 31 March 2018</b>	<b>115,944</b>	<b>272,813</b>	<b>19,164</b>	<b>163,346</b>	<b>2,546</b>	<b>7,456</b>	<b>18,779</b>	<b>600,048</b>
less: Depreciation and Impairment	(15,103)	(40,428)	(10,618)	(43,181)	(80)	(3,198)	0	(112,608)
<b>Net Book Value 31 March 2018</b>	<b>100,841</b>	<b>232,385</b>	<b>8,546</b>	<b>120,165</b>	<b>2,466</b>	<b>4,258</b>	<b>18,779</b>	<b>487,440</b>

The presentation of this note has been simplified for the 2018/19 Statement of Accounts.

**Depreciation**

All Property, Plant & Equipment has been depreciated using the straight line method over the following periods:

- Council Dwellings - 15-75 years
- Other Land & Buildings (including Heritage Assets) - 1-194 years
- Vehicles, Plant, Furniture & Equipment - 3-10 years
- Infrastructure - 40 years
- Surplus Assets - 5-40 years

**Voluntary Aided and Voluntary Controlled Schools**

Other Land & Buildings includes land only for various voluntary aided and voluntary controlled schools.

**Asset Register Review**

Each year net book values in the asset registers are reviewed and any assets being held at £0 net book value are derecognised, where appropriate. As a result of this derecognition, the gross book value has been reduced with an equivalent reduction in accumulated depreciation and impairment.

From 1 April 2015 a de-minimis valuation level of £30k has been set.

**Capital Commitments**

At 31 March 2019, the Council has entered into a number of contracts for the construction or enhancement of Property, Plant & Equipment in 2019/20 and future years. The budgeted cost of major commitments is £9,694k as below. Similar commitments at 31 March 2018 were £12,878k.

<b>Project</b>	<b>Contract Estimate £000</b>	<b>Expenditure incurred up to 31 March 2019 £000</b>	<b>Total Future Contract Payments £000</b>
Rhyl, Christ the Word School - New school	21,198	13,713	7,485
Ysgol Carreg Emlyn - New School	2,686	2,408	278
Ysgol Llanfair - New School	3,269	2,397	872
Housing - Internal Refurbishments	897	45	852
Central Rhyl, Coastal Defence - Design	350	143	207
<b>Total</b>	<b>28,400</b>	<b>18,706</b>	<b>9,694</b>

**Revaluations**

As part of the programme to revalue all assets within five years of their previous valuation, a proportion of the freehold and leasehold properties which comprise the authority's property portfolio have been valued as at 1 April 2018 by Mrs C Jones Black BSc (Hons) MRICS, on the under-mentioned bases in accordance with the Statements of Asset Valuation and Guidance Notes of the Royal Institute of Chartered Surveyors, except that not all properties were inspected. This was neither practical nor considered by the valuer to be necessary for the purpose of the valuation. Inspections were carried out between August 2018 and May 2019.

Properties regarded by the authority as operational were valued on the basis of open market value for the existing use, or where this could not be assessed because there was no market for the subject asset, the depreciated replacement cost. Vehicles, Plant, Furniture & Equipment, Infrastructure and Community Assets were held at historic cost. Council dwellings are valued at current value in use as social housing.

**New Construction**

In April 2018, the new Ruthin Schools, Ysgol Pen Barras and Rhos Street opened on the Glasdir site. The total cost of the construction was £11.4m. The new schools have been valued at £5.338m based on pupil roll numbers as per BB98 guidelines. The revised valuation has resulted in a loss of £5.0m of which £4.8m has been charged to the Comprehensive Income and Expenditure Statement and the remainder to the Revaluation Reserve.

**Impairment Losses**

During the revaluations exercise the valuer found no other fundamental trends that would affect the remaining assets not revalued during 2018/19. However it is recognised that there are major project in the pipeline that have a potential to affect future valuations but these projects are currently in their early stages.

**In Year:**

Following evidence from an independent valuation of a similar property 35-39 Abbey Street has been impaired. The valuation has reduced from £0.075m to £0.040m and the impairment of £0.035m has been charged to the Revaluation Reserve.



## 15. Investment Properties

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

2017/18 £000		2018/19 £000
7,360	Balance at start of the year	8,623
0	Additions	96
0	Disposals	0
481	Net gains/(losses) from fair value adjustments	(268)
	Transfers:	
0	• (to)/from Inventories	0
782	• (to)/from Property, Plant & Equipment	130
<b>8,623</b>	<b>Balance at end of the year</b>	<b>8,581</b>

## 16. Debtors

31 March 2018 Re-stated £000		31 March 2019 £000
7,739	Trade receivables	8,853
1,275	Prepayments	1,913
14,190	Other receivable amounts	20,045
<b>23,204</b>	<b>Total</b>	<b>30,811</b>

## 17. Debtors for Local Taxation

The past due but not impaired amount for local taxation Council Tax can be analysed as follows:

	31 March 2018 £000	31 March 2019 £000
Due within one year	1,212	1,222
More than one year	1,550	1,672
	<b>2,762</b>	<b>2,894</b>



The outstanding borrowing in the table above includes a loan received from the Salix Energy Efficiency Scheme, which is a programme being delivered by the Welsh Government in partnership with Salix Finance and the Carbon Trust to provide interest free loans. The Council received loans to the value of £860k during previous years and £218k during 2018/19. The balance on this loan as at 31 March 2019 is £721k.

The Council does not account for these loans as soft loans because the fair value adjustment is not material.

### Income, Expense, Gains and Losses

The gains and losses recognised in the Comprehensive Income & Expenditure Statement in relation to Financial Instruments consists of the following items:

2017/18			2018/19		
Financial Liabilities £000	Financial Assets £000		Financial Liabilities £000	Financial Assets £000	Total £000
9,147		Interest Expense Losses on de-recognition	9,450		9,450 0
9,147		<b>Total Expense in Surplus or Deficit on the Provision of Services</b>	<b>9,450</b>		<b>9,450</b>
	(44)	Interest Income Gains on de-recognition		(106)	(106) 0
	(44)	<b>Total Income in Surplus or Deficit on the Provision of Services</b>		<b>(106)</b>	<b>(106)</b>

**Fair Values of Assets and Liabilities**

The Council's financial assets and liabilities are carried in the Balance Sheet at amortised cost. IFRS 7 requires the Fair Values of these assets and liabilities to be disclosed for comparison purposes. Fair Value is defined as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction. The Fair Value of a Financial Instrument on initial recognition is generally the transaction price. The Council's debt outstanding at 31 March 2018 and 31 March 2019 consisted entirely of loans from the Public Works Loan Board (PWLB), other local authorities & public bodies and the Salix Energy Efficiency Scheme. The Council's treasury management advisers, Arlingclose Ltd has provided the Council with Fair Value amounts in relation to debt portfolio. Arlingclose Ltd has estimated the Fair Values by calculating the net present value of the remaining contractual cash flows at 31 March 2019.

In the case of the Council's investments, these included deposits with Banks and the Debt Management Office. The maturity dates of these investments were within 12 months of the Balance Sheet date. The contracts of term deposits do not permit premature redemption. None of the investments were impaired (i.e. at risk of default). Fair Values for investments have therefore been assessed as being the same as the carrying amount on the Balance Sheet.

The Fair Value is greater than the carrying amount because the Council's loans are running at rates that were fixed at the time they were taken out. The commitment to pay interest at rates that are higher than the equivalent new borrowing rates at the Balance Sheet date means that the Council would have to pay more than the carrying amount if it chose to prematurely redeem its loans at that date.

The Fair Values calculated are as follows:

31 March 2018			31 March 2019	
Carrying Amount £000	Fair Values £000		Carrying Amount £000	Fair Values £000
(207,299)	(293,640)	Financial Liabilities	(225,041)	(314,658)
(3,340)	(3,340)	Long Term Creditors	(3,340)	(3,340)
<b>(210,639)</b>	<b>(296,980)</b>	<b>Total Financial Liabilities</b>	<b>(228,381)</b>	<b>(317,998)</b>
7,401	7,401	Loans & Receivables	4,401	4,401
661	661	Long Term Debtors	2,392	2,392
<b>8,062</b>	<b>8,062</b>	<b>Total Financial Assets</b>	<b>6,793</b>	<b>6,793</b>

## 19. Assets Held for Sale

	Current	
	2017/18 £000	2018/19 £000
Balance outstanding at start of year	3,305	4,946
<b>Assets newly classified as Held for Sale:</b>		
from Property, Plant & Equipment	1,864	1,045
Revaluation losses	(401)	(315)
Revaluation gains	1,478	235
<b>Assets declassified as Held for Sale:</b>		
to Property, Plant & Equipment	(400)	(395)
Assets sold	(900)	(2,618)
<b>Balance outstanding at year end</b>	<b>4,946</b>	<b>2,898</b>

## 20. Creditors

31 March 2018 Re-stated £000		31 March 2019 £000
(14,968)	Trade payables	(17,951)
(10,982)	Other payables	(12,652)
<b>(25,950)</b>	<b>Total</b>	<b>(30,603)</b>

## 21. Movements in Earmarked Reserves

This note sets out the amounts set aside from the Council Fund and HRA balances in Earmarked Reserves to provide financing for future expenditure plans and the amounts posted back from Earmarked Reserves to meet Council Fund and HRA expenditure in 2018/19.

	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000	IFRS 9 Adjustment £000	Balance at 01 April 2018 £000	Transfers Out 2018/19 £000	Transfers In 2018/19 £000	Balance at 31 March 2019 £000
Balances held by schools under a scheme of delegation (i)	1,056	730	(1,442)	344		344	1,179	(1,352)	171
Reserves held as part of the 2012 Council Corporate Plan (v)									
Strategic Investment 21st Century Schools	(2,375)	3,478	(1,864)	(761)		(761)	2,330	(1,569)	0
Strategic Investment Extra Care Housing	(2,141)	0	(400)	(2,541)		(2,541)	2,941	(400)	0
Town Plans/Economic Development	(191)	193	(2)	0		0	0	0	0
Specific Grants Reserves									
Revenue Grants Unapplied	(460)	173	(173)	(460)		(460)	173	(203)	(490)
Sustainable Waste Management (iv)	(3,347)	0	0	(3,347)		(3,347)	1,087	0	(2,260)
Reserves held for Legal Cases									
Town & Country Planning Act (s.106) Requirements	(1,174)	13	(4)	(1,165)		(1,165)	8	0	(1,157)
Single Status	(294)	0	0	(294)		(294)	294	0	0
Other Major Reserves									
Budget Mitigation (ii)	(2,511)	2,122	(3,182)	(3,571)		(3,571)	780	(294)	(3,085)
2017 Corporate Priorities	0	0	(1,000)	(1,000)		(1,000)	333	(243)	(910)
Adult Social Care (iii)	(2,118)	546	0	(1,572)		(1,572)	1,162	(411)	(821)
Capital Schemes (v)	(5,463)	5,503	(4,789)	(4,749)		(4,749)	4,555	(6,067)	(6,261)
Specialist Placements	(522)	522	0	0		0	0	0	0
Superannuation Recovery	(1,932)	1	(699)	(2,630)		(2,630)	0	0	(2,630)

	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000	IFRS 9 Adjustment £000	Balance at 01 April 2018 £000	Transfers Out 2018/19 £000	Transfers In 2018/19 £000	Balance at 31 March 2019 £000
Insurance Fund	(834)	18	(123)	(939)		(939)	0	(280)	(1,219)
Risk Management Fund	(331)	0	(57)	(388)		(388)	0	(54)	(442)
Delivering Change	(625)	679	(305)	(251)		(251)	251	0	0
Modified Loan Reserve (vi)	0	0	0	0	(4,733)	(4,733)	57	0	(4,676)
Preparing for Major Events									
Urdd	(67)	0	(21)	(88)		(88)	1	(22)	(109)
Elections	(123)	65	0	(58)		(58)	0	(27)	(85)
LDP	(107)	0	(20)	(127)		(127)	0	(20)	(147)
Severe Weather (incorporating Winter Maintenance)	(565)	127	0	(438)		(438)	0	0	(438)
Service Reserves									
Leisure Strategy	(373)	0	0	(373)		(373)	0	0	(373)
Major Highways Projects	(159)	0	0	(159)		(159)	159	0	0
IT Networks Development	(567)	330	(42)	(279)		(279)	50	0	(229)
Cefndy Enterprises	(141)	0	(35)	(176)		(176)	168	0	(8)
Environmental Services	(189)	6	0	(183)		(183)	2	0	(181)
Design & Development	(120)	0	0	(120)		(120)	0	0	(120)
External Funding Administration	(116)	0	0	(116)		(116)	0	0	(116)
Finance & Legal	(84)	0	(19)	(103)		(103)	0	(81)	(184)
Revenues & Benefits	(402)	214	(248)	(436)		(436)	0	(16)	(452)
Out of County/Recoupment	(226)	226	0	0		0	0	0	0
Coroner	(239)	0	(43)	(282)		(282)	0	0	(282)
ALN Reforms	(112)	27	(179)	(264)		(264)	0	(106)	(370)
Schools IT Network Development	(60)	34	0	(26)		(26)	11	0	(15)
N. Wales Schools Framework	(12)	12	(54)	(54)		(54)	54	(52)	(2)
Other									
Schools Financial Resilience	(200)	109	(174)	(265)		(265)	0	0	(265)
Modernising Education	(181)	88	0	(93)		(93)	0	0	(93)

	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000	IFRS 9 Adjustment £000	Balance at 01 April 2018 £000	Transfers Out 2018/19 £000	Transfers In 2018/19 £000	Balance at 31 March 2019 £000
IT Systems Development (EDRMS)	(54)	0	(35)	(89)		(89)	20	0	(69)
ECA Board	(156)	33	(14)	(137)		(137)	0	(65)	(202)
S.117 Mental Health Act	(52)	0	0	(52)		(52)	52	0	0
Area Member Reserve	(15)	0	0	(15)		(15)	0	0	(15)
CESI Pooled Budget	(38)	18	0	(20)		(20)	0	(13)	(33)
Planning Delivery for Wales	(164)	8	(39)	(195)		(195)	0	0	(195)
Training Collaboration	(30)	0	0	(30)		(30)	0	0	(30)
Signing Schemes	(86)	0	(13)	(99)		(99)	64	0	(35)
Care Home Fees	(358)	0	0	(358)		(358)	358	0	0
Social Care Amenity Fund	(14)	0	0	(14)		(14)	0	0	(14)
Resident Survey	(37)	0	0	(37)		(37)	3	0	(34)
Channel Shift	(77)	36	0	(41)		(41)	41	0	0
Modernising Social Care	(212)	0	0	(212)		(212)	0	0	(212)
Children with Disabilities	(79)	57	(9)	(31)		(31)	0	0	(31)
Health & Social Care Support Workers	(47)	0	0	(47)		(47)	0	0	(47)
Facilities	(184)	0	0	(184)		(184)	0	0	(184)
Picturesque Project	(152)	0	0	(152)		(152)	0	0	(152)
Rhyl Waterfront	(150)	150	0	0		0	0	(21)	(21)
Social Care in Partnership	0	0	(17)	(17)		(17)	0	0	(17)
Social Service Improvement Agency	0	0	(116)	(116)		(116)	0	0	(116)
Safeguarding Business Unit	0	0	(340)	(340)		(340)	0	(8)	(348)
Delivering Transformation	0	0	(234)	(234)		(234)	0	(176)	(410)
Regional Commissioning Team	0	0	(41)	(41)		(41)	0	(4)	(45)
Family Information Service Training	0	0	(34)	(34)		(34)	0	(7)	(41)
School Closure Costs	0	0	0	0		0	0	(818)	(818)
Growth Bid	0	0	0	0		0	0	(50)	(50)
Leadership Development	0	0	0	0		0	0	(5)	(5)
Free School Meals	0	0	0	0		0	0	(150)	(150)
<b>TOTAL</b>	<b>(29,210)</b>	<b>15,518</b>	<b>(15,767)</b>	<b>(29,459)</b>	<b>(4,733)</b>	<b>(34,192)</b>	<b>16,133</b>	<b>(12,514)</b>	<b>(30,573)</b>



Details are given below of the Council's main specific reserves:

- (i) Balances held by schools under a scheme of delegation: in accordance with section 48 of the School Standards Framework Act 1998, the Denbighshire scheme for the financing of schools provides for the carry forward of individual school balances.
- (ii) Budget Mitigation: this has been set up to mitigate the effects of future reductions in funding received from the Welsh Government and forms part of the budget strategy for 2019/20 and beyond.
- (iii) Adult Social Care: this reserve has been established and maintained to help provide the service with financial resilience to cope with in-year budgetary pressures.
- (iv) Sustainable Waste Management: this has been set up to mitigate the impact of future grant funding reductions and for use on specific waste management projects.
- (v) 21st Century Schools and Extra Care Housing: as part of the 2012 Corporate Plan, the Council embarked on an ambitious scheme of capital investment in schools, highways, extra care and regeneration. These reserves have been established to set aside the cash needed to fund the various projects. The remaining funding has been transferred to the Capital Schemes Reserve to fund future capital investment in these areas.
- (vi) Modified loan reserve: the reserve has been created as a consequence of a temporary gain recognised in the Comprehensive Income & Expenditure Statement following a change in the calculation of the carrying amount of the Council's modified loans as at 1 April 2018 as required by IFRS 9. The reserve will be used to neutralise the impact of higher effective interest charges to the Comprehensive Income & Expenditure Statement over the remaining life of the loans. For further detail refer Note 18 - Financial Instruments.

## 22. Usable Reserves

31 March 2018 £000		31 March 2019 £000
(7,541)	Council Fund	(7,474)
(29,459)	Earmarked Reserves (Note 20)	(30,573)
(2,203)	Housing Revenue Account	(1,684)
(5,374)	Capital Receipts Reserve	(6,434)
(3,150)	Capital Grants Unapplied	(4,595)
<b>(47,727)</b>	<b>Total Usable Reserves</b>	<b>(50,760)</b>

## Revenue Balances

The Council Fund revenue balances are available to the County Council for general or specific purposes and represent accumulation of past surpluses on the Council Fund Revenue Account. The Housing Revenue Account balances do not form part of the Council Fund Balances and are identified separately.

31 March 2018 £000		Transfers (In)/Out £000	31 March 2019 £000
	<b>Council Fund Revenue Balances</b>		
(7,135)	General Balances		(7,135)
(406)	Earmarked Balances	67	(339)
<b>(7,541)</b>	<b>Total Council Fund Balances</b>	<b>67</b>	<b>(7,474)</b>
	<b>Housing Revenue Account</b>		
<b>(2,203)</b>	<b>Balances</b>	<b>519</b>	<b>(1,684)</b>

## Capital Receipts Reserve

Income from the disposal of non-current assets is credited to the Capital Receipts Reserve, from which it can be applied to the financing of new capital expenditure.

2017/18		2018/19		
Total £000		Council Fund £000	Housing Revenue Account £000	Total £000
(4,846)		(5,218)	(156)	(5,374)
(2,158)	Plus	(2,407)	(288)	(2,695)
(62)	Receipts - Asset Sales	(43)	0	(43)
(7,066)	Receipts - Grants Repaid	(7,668)	(444)	(8,112)
1,446	Less	1,390	72	1,462
246	Applied during year:	0	216	216
(5,374)	Finance Capital Expenditure - Other	(6,278)	(156)	(6,434)
	Debt Redemption			
	Balance at 31 March			

## Capital Grants Unapplied

2017/18 £000		2018/19	
		£000	£000
(3,807)	Balance at 1 April		(3,150)
(14,887)	Plus Grants & Contributions received in-year	(19,697)	
(2,409)	- Council Fund	(3,540)	
(728)	- HRA	(2,465)	(25,702)
	- Revenue Expenditure Funded by Capital Under Statute		
16,525	Less Grants & Contributions applied in-year	22,907	
2,156	- Grants received in-year	1,350	24,257
	- Grants received previous years		
(3,150)	Balance at 31 March		(4,595)

## 23. Unusable Reserves

The Authority holds the following Unusable Reserves:

Revaluation Reserve: this contains the gains made by the Council arising from increases in the value of its non-current assets.  
Capital Adjustment Account: this absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets, and for financing the acquisition, construction or enhancement of those assets under statutory provisions.  
Pensions Reserve: this absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions.  
Financial Instruments Adjustment Account: this absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions.  
Deferred Capital Receipts Reserve: this records timing differences between gains recognised on the disposal of non-current assets and cash receipts.

Accumulated Absences Account: this absorbs the differences that would otherwise arise on the Council Fund Balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31 March.

2018/19	Opening Balance £000	IFRS 9 Adjustment £000	Balance at 1.4.2018 £000	Other Comprehensive Income & Expenditure (CI&ES) £000	Adjustments between Accounting & Funding Basis (Note 8)			Closing Balance £000
					Adjustments to Revenue Resources £000	Adjustments between Revenue & Capital Resources £000	Adjustments to Capital Resources £000	
Revaluation Reserve	(100,153)		(100,153)	(7,552)			5,038	(102,667)
Capital Adjustment Account	(157,489)		(157,489)		18,552	(16,366)	(5,038)	(163,369)
Pensions Reserve	249,461		249,461	26,255	7,991			283,707
Financial Instruments Adjustment Account	351	124	475		(19)			456
Deferred Capital Receipts Reserve	(205)		(205)					(205)
Accumulated Absences Account	2,298		2,298		319			2,617
<b>Total Unusable Reserves</b>	<b>(5,737)</b>	<b>124</b>	<b>(5,613)</b>	<b>18,703</b>	<b>26,843</b>	<b>(16,366)</b>	<b>(3,028)</b>	<b>20,539</b>

The presentation of this note has been simplified for the 2018/19 Statement of Accounts

2017/18	Opening Balance £000	Other Comprehensive Income & Expenditure (CI&ES) £000	Adjustments between Accounting & Funding Basis (Note 8)			Other Movements £000	Closing Balance £000
			Adjustments to Revenue Resources £000	Adjustments between Revenue & Capital Resources £000	Adjustments to Capital Resources £000		
<b>Unusable Reserves</b>							
Revaluation Reserve	(92,672)	(12,829)				5,348	(100,153)
Capital Adjustment Account	(156,236)		24,169	(16,226)	(3,848)	(5,348)	(157,489)
Pensions Reserve	273,859	(33,746)	9,348				249,461
Financial Instruments Adjustment Account	357		(6)				351
Deferred Capital Receipts Reserve	0				(205)		(205)
Accumulated Absences Account	3,134		(836)				2,298
<b>Total Unusable Reserves</b>	<b>28,442</b>	<b>(46,575)</b>	<b>32,675</b>	<b>(16,226)</b>	<b>(4,053)</b>	<b>0</b>	<b>(5,737)</b>

## 24. Cash Flow Statement - Operating Activities

2017/18 £000		2018/19 £000
12,628	<b>Net (Surplus) or Deficit on the Provision of Services</b>	<b>9,149</b>
	<b>Adjustments to Net Surplus or Deficit on the Provision of Services for non-cash movements</b>	
(9)	Increase/(Decrease) in Inventories	111
(60)	Increase/(Decrease) in Long Term Debtors	1,731
5,719	Increase/(Decrease) in Debtors/Payments in Advance	456
0	Increase/(Decrease) in Investment Interest Accrual	0
(466)	(Increase)/Decrease in Creditors/Receipts in Advance	(2,181)
(3)	(Increase)/Decrease in Loan Interest Accrual	(223)
438	Transfers (to)/from Provisions	157
(645)	Bad Debt Provision	(69)
(29,163)	Depreciation & Impairment	(27,344)
(3,529)	Revaluation Losses on Property, Plant & Equipment	(6,428)
481	Movements in Market Value of Investment Property	(268)
(9,348)	Pension Fund Adjustments	(7,991)
0	IFRS 9 Adjustments	(4,609)
9,532	Other	22,837
	<b>Adjustments for items included in the Net Surplus or Deficit on the Provision of Services that are Investing &amp; Financing Activities</b>	
2,220	Sale of Property, Plant & Equipment	2,738
<b>(12,205)</b>	<b>Net cash flows from Operating Activities</b>	<b>(11,934)</b>

The cash flows for Operating Activities include the following items:

2017/18 £000		2018/19 £000
(44)	Interest received	(106)
9,134	Interest paid	9,169

## 25. Cash Flow Statement - Investing Activities

2017/18 £000		2018/19 £000
45,120	Purchase of Property, Plant & Equipment, Investment Property & Intangible Assets	60,095
109,100	Purchase of short-term & long-term investments	220,900
150	Other payments for Investing Activities	68
(2,220)	Proceeds from the sale of Property, Plant & Equipment, Investment Property & Intangible Assets	(2,738)
(101,700)	Proceeds from short-term & long-term investments	(223,900)
(21,363)	Other receipts from Investing Activities	(18,802)
<b>29,087</b>	<b>Net cash flows from Investing Activities</b>	<b>35,623</b>

## 26. Cash Flow Statement - Financing Activities

2017/18 £000		2018/19 £000
(83,217)	Cash receipts of short-term & long-term borrowing	(63,218)
1,540	Other receipts from Financing Activities	(1,768)
61,607	Repayments of short-term & long-term borrowing	41,147
<b>(20,070)</b>	<b>Net cash flows from Financing Activities</b>	<b>(23,839)</b>

## 27. Reconciliation of Liabilities Arising from Financing Activities

	2018/19 1 April	Financing Cash Flows	Non-cash changes		2018/19 31 March
	£000	£000	Acquisition £000	Other Non-cash changes £000	£000
Long-term borrowings	(176,305)	(27,727)			(204,032)
Short-term borrowings	(30,481)	5,656			(24,825)
<b>Total liabilities from Financing Activities</b>	<b>(206,786)</b>	<b>(22,071)</b>	<b>0</b>	<b>0</b>	<b>(228,857)</b>

## 28. Members' Allowances

All members are paid a basic salary per annum. Some Members also undertake senior roles and therefore receive a senior salary. All salary levels are set by a national body called the Independent Remuneration Panel. The Council paid the following amounts to members of the Council during the year:

2017/18 £000		2018/19 £000
802	Salaries	832
14	Expenses	17
<b>816</b>	<b>Total</b>	<b>849</b>

## 29. Officers' Remuneration

a) Number of employees whose remuneration, excluding pension contributions, was £60,000 or more

2017/18 Re-stated	Remuneration Band	2018/19			
		School Based Staff	Non- School Staff	Total Employees	Left During Year
16	£60,000 - £64,999	14	4	18	
6	£65,000 - £69,999	2	1	3	1
5	£70,000 - £74,999	2	4	6	1
0	£75,000 - £79,999	3	0	3	
6	£80,000 - £84,999	1	1	2	
0	£85,000 - £89,999	0	5	5	
3	£90,000 - £94,999	2	1	3	
1	£95,000 - £99,999	1	0	1	
1	£100,000 - £104,999	0	1	1	
1	£105,000 - £109,999	0	1	1	
0	£110,000 - £114,999	0	0	0	
0	£115,000 - £119,999	1	0	1	
0	£120,000 - £124,999	0	1	1	
0	£125,000 - £129,999	0	0	0	
0	£130,000 - £134,999	0	0	0	
0	£135,000 - £139,999	0	0	0	
0	£140,000 - £144,999	0	0	0	
1	£145,000 - £149,999	0	0	0	
40	<b>Total</b>	<b>26</b>	<b>19</b>	<b>45</b>	<b>2</b>

It should be noted that this table includes the Senior Officers detailed in the following table.

A number of officers left during the year, therefore their remuneration will contain any payments receivable on the termination of their employment.



- b) The following tables set out the remuneration disclosures for Senior officers whose salary is less than £150,000 but equal to or more than £60,000 per year. There are no Senior Officers whose salary is £150,000 or more.

Post title	Year	Salary, fees, allowances & performance related pay Note 1 £	Compensation for Loss of Office £	Total excluding pension contributions £	Employer's pension contributions £	Total remuneration £
Chief Executive to 30/04/18	2018/19	14,318		14,318	3,420	17,738
	2017/18	149,092		149,092	44,188	193,280
	2018/19	120,932		120,932	34,708	155,640
	2017/18	0		0	0	0
Corporate Director: Economy & Public Realm from 23/10/2017 restated Note 2	2018/19	102,451		102,451	29,403	131,854
	2017/18	44,281		44,281	12,709	56,990
	2018/19	105,596		105,596	30,306	135,902
	2017/18	101,973		101,973	29,266	131,239
Corporate Director: Communities	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
Head of Community Support Services	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
Head of Facilities, Assets & Housing	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
Head of Education & Children's Services	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
Head of Legal, HR & Democratic Services	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
Head of Business Improvement & Modernisation	2018/19	86,589		86,589	24,851	111,440
	2017/18	83,617		83,617	23,998	107,615
	2018/19	94,018		94,018	26,983	121,001
	2017/18	68,052		68,052	19,531	87,583
Notes 3 & 4	2018/19	0		0	0	0
	2017/18	46,754		46,754	13,418	60,172
	2018/19	84,009		84,009	24,111	108,120
	2017/18	59,861		59,861	17,180	77,041
Head of Planning & Public Protection from 18/12/2017 restated Note 2	2018/19	84,009		84,009	24,111	108,120
	2017/18	46,754		46,754	13,418	60,172
	2018/19	84,009		84,009	24,111	108,120
	2017/18	59,861		59,861	17,180	77,041

Post title	Year	Salary, fees, allowances & performance related pay Note 1 £	Compensation for Loss of Office £	Total excluding pension contributions £	Employer's pension contributions £	Total remuneration £
Head of Finance	2018/19	71,002		71,002	20,378	91,380
	2017/18	68,566		68,566	19,678	88,244
Head of Customers, Communications & Marketing	2018/19	70,469		70,469	18,423	88,892
restated Note 3	2017/18	68,052		68,052	17,621	85,673

**Note 1**

The former Chief Executive was entitled to Performance Related Pay (PRP). This was considered by a remuneration panel consisting of councillors and an external advisor. The PRP awarded was paid in arrears and was accounted for in the year following consideration by the remuneration panel, usually because of the timing of the process being after the closure of the accounts. In 2017/18 the Chief Executive was awarded £9,848 which related to performance in 2016/17. However, the remuneration panel considered performance for 2017/18 in March 2018 and therefore accounting convention required that two years' PRP are disclosed in the table above. The amount awarded for 2017/18 was £12,708. No other officer is entitled to PRP.

**Note 2**

In 2017/18 the Head of Planning & Public Protection post holder was appointed to the post of Corporate Director: Economy & Public Realm. The remuneration for the two roles have been split in the table above.

**Note 3**

The 2017/18 figures for these posts have been restated to exclude salary sacrifice deductions.

**Note 4**

The remuneration for this post was increased in 2018/19 as agreed by County Council on 28 March 2019. The 2018/19 figures include £30,306 in relation to back dated pay arrears from 1 August 2017.

**Note 5**

The Chief Executive and Head of Legal, HR & Democratic Services receive remuneration for their roles as Returning Officer and Deputy Returning Officer respectively for local and national elections (with costs reimbursed for all with exception of County Council elections). In 2018/19, for the Chief Executive, this amounted to £675, plus superannuation costs of £194: reimbursement was received in full. The figures for 2017/18 were £12,982 plus £3,726, with reimbursement of (£10,736). In 2018/19 the Head of Legal, HR & Democratic Services received £160 with full reimbursement: the figures for 2017/18 were £4,060 with reimbursement of (£2,300). These payments are not included in the analysis presented.

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

Exit package cost band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
£0 - £20,000	13	15	32	31	45	46	£343,768	£266,520
£20,001 - £60,000	2	9	11	4	13	13	£371,893	£472,126
<b>Total</b>	<b>15</b>	<b>24</b>	<b>43</b>	<b>35</b>	<b>58</b>	<b>59</b>	<b>£715,661</b>	<b>£738,646</b>

The costs shown in the table above include relevant redundancy costs and all other departure costs. These include the cost of pension strain. Pension strain arises when an employee retires early without actuarial reduction of pension. Pension strain is payable over three years but the Council elects to pay these costs in the first year of retirement.

- d) Reporting bodies are required to disclose a remuneration ratio between the median remuneration of all the authority's employees during the year and that of the authority's Chief Executive. The remuneration of the Chief Executive in 2018/19 was £120,932. The median remuneration of the workforce was £22,401. The ratio was therefore 5.40:1 (6.79:1 in 2017/18). In 2018/19, remuneration for staff ranged from £7,138 to £105,596. The remuneration includes salary and performance related pay and does not include severance payments or employer pension contributions.

## 30. External Audit Costs

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

2017/18 £000		2018/19 £000
178	Fees payable to the Auditor General for Wales with regard to external audit services carried out under the Code of Audit Practice prepared by the Auditor General for Wales	178
94	Fees payable to the Auditor General for Wales in respect of statutory inspections	94
72	Fees payable to the Auditor General for Wales for the certification of grant claims & returns	56
0	Fees payable in respect of any other services provided by the appointed auditor over & above the duties described above	0
<b>344</b>	<b>Total External Audit Costs</b>	<b>328</b>

## 31. Grant Income

The Council credited the following grants, contributions and donations to the Comprehensive Income & Expenditure Statement in 2018/19:

2017/18 £000		2018/19 £000
	<b>Credited to Taxation &amp; Non-specific Grant Income</b>	
(461)	Other grants & contributions	(1,241)
(150)	Rhyl Town Council - Contribution to the Waterpark	(1,850)
(1,020)	Welsh Government - Flood alleviation and Coastal Defence Grants	(1,304)
(1,840)	Welsh Government - General Capital Grant	(2,950)
0	Welsh Government - Targeted Regeneration Investment (TRI) Programme	(678)
(2,409)	Welsh Government - Major Repairs Allowance and IHP Grants	(2,847)
(9,460)	Welsh Government - 21st Century Schools	(4,902)
0	Welsh Government - Building for the Future Programme Grant	(2,500)
0	Welsh Government - Tourism Investment Support Scheme Grant	(720)
0	Welsh Government - Collaborative Change Programme Grant	(900)
0	Welsh Government - Public Highways Refurbishment Grant	(795)
(1,204)	Welsh Government - Local Authority Roads Refurbishment Grant 2017-18	0
0	Welsh Government - Schools Maintenance Grant	(1,388)
(752)	Other Welsh Government grants	(1,162)
<b>(17,296)</b>	<b>Total Grants Credited to Taxation &amp; Non-specific Grant Income</b>	<b>(23,237)</b>
	<b>Credited to Services</b>	
(3,958)	Welsh Government Sixth Forms Grant	(3,439)
(1,887)	Welsh Government Flying Start Grant	(2,018)
(1,151)	Welsh Government Families First Grant	(1,097)
(801)	Other Education grants from Welsh Government	(1,484)
(5,490)	Welsh Government Supporting People Grant	(5,526)
(1,313)	Welsh Government Sustainable Social Services Grant	(464)
(1,092)	Other Social Services grants from Welsh Government	(94)
(2,153)	Welsh Government Environmental & Sustainable Development Grants	(792)
(1,626)	Welsh Government Concessionary Fares Grant	(1,689)
(564)	WEFO West Wales ESF	(799)
(1,484)	Other Welsh Government grants	(2,017)
(21,519)	Total Welsh Government grants	(19,419)
(3,116)	Pupil Development Grant	(3,139)
(3,975)	Education Improvement Grant	(3,175)
(24,562)	DWP Rent Allowances Subsidy	(22,426)
(8,418)	DWP Rent Rebates Subsidy	(8,734)
(384)	DWP Housing Benefit/Council Tax Benefit Admin Grant	(354)
(1,701)	Various grants received from Betsi Cadwaladr University Health Board	(1,942)
(2,744)	Other Government grants	(3,587)
(66,419)	Total Government grants	(62,776)
(335)	Other non-government grants	(615)
<b>(66,754)</b>	<b>Total Grants Credited to Services</b>	<b>(63,391)</b>

The Council has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that would require the monies or property to be returned to the giver should any such stipulations not be satisfied. The balances at the year-end were (£2,332k) Capital Grants and (£2,191k) Revenue Grants. The corresponding balances at the end of the previous year were (£2,082k) and (£1,042k).

### **32. Related Parties**

The Council is required to disclose material transactions with related parties - bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to deal freely with the Council.

#### **Central Government**

Central Government has significant influence over the general operations of the Council - it is responsible for providing the statutory framework within which the authority operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received from government departments are set out in more detail in Note 31.

#### **Elected Members**

All current Elected Members were asked to complete a declaration and to disclose any related party transactions with the authority. A declaration was received from all but one Elected Member.

The following material declarations have been made for 2018/19:

- An elected member declared a relationship to an individual who owned a Day Nursery which received payments from the Council amounting to £5k up to the date that the ownership ended during the year.
- An elected member declared ownership of a Day Nursery which received payments from the Council amounting to £17k.
- An elected member declared a relationship to a contractor to whom the Council paid £21k relating to 2018/19.
- An elected member declared a relationship to an individual who provided professional services to the Council and to whom the Council paid £13k relating to 2018/19.
- An elected member declared the purchase of a parcel of land to the value of £456k. The sale followed a tender process.

A list of Elected Members' interests is maintained by the Head of Legal, HR & Democratic Services and is open for public inspection. A number of Elected Members are also appointed by the Council to serve on other bodies that have a financial relationship with the Council. These are detailed in the following relevant sections.

**Officers**

The Chief Executive, Corporate Directors and Heads of Service were all asked to complete a declaration to disclose any related party transactions they have with the authority. There were no material declarations made for 2018/19.

**Other Public Bodies****Teachers' Pension Agency**

The pension costs charged are the contribution rate set by the Department for Education on the basis of a notional fund. Teachers' pension details are set out in Note 35.

**Clwyd Pension Fund**

Denbighshire County Council is an admitted body of the Clwyd Pension Fund. Details of transactions undertaken with the Clwyd Pension Fund are included within Note 36.

**Community, Town & City Councils**

Total precepts paid to the 37 community, town and city councils are included in Note 9 and amounted to £1,955k (£1,834k in 2017/18).

**North Wales Police & Crime Commissioner and North Wales Fire Authority**

Police & Crime Commissioners and Fire & Rescue Authorities set their own charges to council tax payers, which are then included on the council tax bill - these charges are known as the precept. Total precepts and levies paid to the North Wales Police & Crime Commissioner and the North Wales Fire Authority amounted to £14,779k (£14,313k in 2017/18). A breakdown is provided in Note 9.

**Betsi Cadwaladr University Health Board**

The authority has two pooled budget arrangements with Betsi Cadwaladr University Health Board: one for the provision of a Community Equipment Store; and the second was set up with the aim of ensuring integrated service provision of Health and Social Care support workers, who support service users in the community. Denbighshire County Council's contribution to the Community Equipment Store was £219k (£219k in 2017/18) and the authority contributed £50k to the Health and Social Care Support Workers Service (£50k in 2017/18).

**Local Government Association (LGA)/ Welsh Local Government Association (WLGA)**

The Council is a member of the LGA/WLGA to which payments of £78k were made in 2018/19 (£78k in 2017/18). The Council received £185k from LGA/WLGA in 2018/19 (of which £44k was due at year end) and no income in 2017/18.

**Welsh Joint Education Committee (WJEC)**

The WJEC is an examination board, providing qualifications and exam assessment to Denbighshire schools. One of the Executive Directors of its Board is an Elected Member of Denbighshire County Council. In 2018/19 Denbighshire County Council made payments of £666k and owed £107k at year-end to the WJEC (£747k was paid in 2017/18 and £5k owed).

**Local Government Data Unit - Wales**

An Elected Member is a current Director at the Local Government Data Unit - Wales. Within 2018/19 expenditure of £29k was undertaken with Denbighshire County Council.

**Companies**

The accounting Code of Practice requires that where an authority has material interests in one or more subsidiary and associated companies, it should prepare a group revenue account and balance sheet. Denbighshire County Council's interests in the related companies either do not meet the criteria for being a subsidiary or associate company as set out in the Code or where they do meet the criteria, they are not deemed material in relation to the overall scale of the Council's operations and consequently Group Accounts have not been prepared. There are currently no related companies however details of Bodelwyddan Castle Trust are included below as it was deemed a related company last year.

**Bodelwyddan Castle Trust and Bodelwyddan Castle Enterprises Ltd.**

Bodelwyddan Castle Trust Group is a company limited by guarantee, having no share capital. It is a registered charity set up in February 1994. The objectives of the Trust are the advancement of education by acquiring, housing and exhibiting objects and collections of an educational nature and by establishing, acquiring and managing museums, galleries and libraries for use as such purposes. The Trust acquires artefacts that it restores, conserves and exhibits. It also manages a public park for recreation and promotion of appreciation of the natural world.

In previous years Denbighshire County Council gave an annual grant to Bodelwyddan Castle Trust (£145k in 2017/18) however this arrangement ceased in 2017/18 and therefore no payment was made in 2018/19. The Council also ceased to provide its payroll services from March 2018. The Council has no representation on the Board of Directors. The company is not deemed a related party for the purposes of the 2018/19 accounts.

Further information can be obtained from Bodelwyddan Castle Trust Ltd, Bodelwyddan, LL18 5YA.

**33. Capital Expenditure and Capital Financing**

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



2017/18 £000		2018/19 £000
241,564	<b>Opening Capital Financing Requirement</b>	252,520
	<b>Capital Investment</b>	
43,412	Property, Plant & Equipment	58,272
0	Investment Properties	96
4,192	Revenue Expenditure Funded from Capital Under Statute	3,579
	<b>Sources of Finance</b>	
(1,692)	Capital Receipts	(1,678)
(18,681)	Government grants & other contributions	(24,257)
	Sums set aside from revenue:	
(7,359)	Direct revenue contributions	(7,069)
(8,916)	MRP & Long-term Debtors	(7,564)
252,520	<b>Closing Capital Financing Requirement</b>	273,899

2017/18 £000		2018/19 £000
	<b>Explanation of movements in year</b>	
2,679	Increase in underlying need to borrow (supported by government financial assistance)	2,218
17,439	Increase in underlying need to borrow (unsupported by government financial assistance)	26,941
(8,916)	MRP & Long-term Debtors	(7,564)
(246)	Set aside Capital Receipts	(216)
10,956	<b>Increase/(decrease) in Capital Financing Requirement</b>	21,379

**34. Leases**

The Council leases in some properties, vehicles and items of equipment as well as leasing out some of the properties which it owns. The lease arrangements have been reviewed and classified as operating or finance leases as described in more detail below.

**Rhyl Travelodge Leases**

The Council sold a car park to a developer in Rhyl to construct a Travelodge hotel as part of the strategic objective to regenerate the Rhyl Waterfront. This development was completed by January 2019 and the developer leased the structure back to the Council over a 25 year period for an annual rental payment of £274k. The Council sub-leased the property to Travelodge for an annual rental payment of £305k. Both leases commenced on 18th January 2019 and the rental payments will begin on 19th July 2019 following a six month rent free period. The Council agreed to act as a guarantor between the funder and the hotel operator to secure this development by entering into these back-to-back lease agreements through the receipt of an annual profit rent of £31k. This profit will be placed into a reserve which will accrue funds to be used to mitigate the Council's future financial risk.

**Authority as Lessee**Finance Leases

The Council has some properties under finance leases and these were revalued in-year.

The assets acquired under these leases are carried as Property, Plant & Equipment in the Balance Sheet at the following net amounts:

31 March 2018 £000		31 March 2019 £000
4,407	Other Land & Buildings	4,305

**Authority as Lessor**Operating Leases

The Council leases out properties under operating leases for various purposes such as economic development to provide units for local businesses. The future minimum lease payments receivable under non-cancellable leases in future years are:

31 March 2018 £000		31 March 2019 £000
1,159	Not later than 1 year	1,003
2,781	Later than 1 year and not later than 5 years	2,271
13,287	Later than 5 years	12,916
<b>17,227</b>		<b>16,190</b>

**35. Pension Schemes Accounted for as Defined Contribution Schemes**

Teachers employed by the Council are members of the Teachers' Pension Scheme, administered by the Department for Education. The Scheme provides teachers with specified benefits upon their retirement, and the Council contributes towards the costs by making contributions based on a percentage of members' pensionable salaries. The Scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Department for Education uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. The Council is not able to identify its share of underlying financial position and performance of the Scheme with sufficient reliability for accounting purposes. For the purposes of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme. In 2018/19, the County Council paid £5,499k to Teachers' Pensions in respect of teachers retirement benefits, representing 16.48% of pensionable pay. The figures for 2017/18 were £5,454k and 16.48%. In addition, payments in respect of premature retirements were made of £343k (£379k in 2017/18). There were no contributions remaining payable at year end. The Council is responsible for the costs of any additional benefits awarded upon early retirement outside the terms of the teachers' scheme. These costs are accounted for on a defined benefit basis and detailed in Note 36.

**36. Defined Benefit Pension Schemes****Participation in Pension Schemes**

As part of the terms and conditions of employment of its officers, the Council makes contributions towards the cost of post employment benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement.

The Council participates in two post employment schemes:

- The Local Government Pension Scheme - this is a funded defined benefit pension scheme arrangement, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.
- Arrangements for the award of discretionary post retirement benefits upon early retirement - this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However there are no investment assets built up to meet these pensions liabilities, and cash has to be generated to meet actual pensions payments as they eventually fall due.

The Clwyd Pension Fund is a multi-employer arrangement, under which each employer is responsible for the pension costs, liabilities and funding risks relating to its own employees and former employees.

Management of the Fund is vested in Flintshire County Council as Administering Authority of the Fund. The Council has established a Pension Fund Committee comprising of five Councillors of Flintshire County Council and four co-opted members.

The Committee, assisted by the Fund's professional advisors, carries out roles such as determining policies on investment strategy, governance administration, communications,

funding strategy and risk management provisions.

For further details regarding the governance and investment principles of the Clwyd Pension Fund please refer to <https://mss.clwydpensionfund.org.uk/> or contact the Clwyd Pension Fund at:

Clwyd Pension Fund  
County Hall  
Mold  
Flintshire  
CH7 6NA

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the Council Fund and Housing Revenue Account the amounts required by statute as described in the accounting policies note.

#### **Transactions Relating to Post-employment Benefits**

We recognise the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post employment/retirement benefits is reversed out of the Council Fund and Housing Revenue Account via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income & Expenditure Statement and Council Fund Balance via the Movement in Reserves Statement during the year:

	Local Government Pension Scheme		Discretionary Benefits Arrangements	
	2017/18 £000	2018/19 £000	2017/18 £000	2018/19 £000
<b>Comprehensive Income &amp; Expenditure Statement</b>				
<i>Cost of Services:</i>				
<i>Service cost comprising:</i>				
• Current Service Cost	20,335	20,082		
• Past Service Costs/(Gains)	117	312		
• (Gain)/Loss from Settlements	0	0		
<i>Other Operating Expenditure:</i>				
• Administration Expenses	685	729		
<i>Financing &amp; Investment Income and Expenditure</i>				
• Net Interest Expense	6,322	5,942	202	192
<i>Total Post Employment Benefits Charged to the Surplus or Deficit on the Provision of Services</i>	27,459	27,065	202	192
<i>Other Post Employment Benefits Charged to the Comprehensive Income &amp; Expenditure Statement:</i>				
<i>Remeasurement of the net defined benefit liability comprising:</i>				
• * Return on Plan Assets (excluding the amount included in the Net Interest Expense) [A]	(6,936)	(11,358)		
• * Actuarial (Gains) and Losses Arising on Changes in Demographic Assumptions [B]	0	0		
• * Actuarial (Gains) and Losses Arising on Changes in Financial Assumptions [C]	(26,689)	37,386	(121)	227
• * Other [D]	0			
<i>Total Post Employment Benefit Charged to the Comprehensive Income &amp; Expenditure Statement</i>	(6,166)	53,093	81	419
<b>Movement in Reserves Statement</b>				
• Reversal of net charges made to the Surplus of Deficit on the Provision of Services for Post Employment Benefits in accordance with the Code	(27,459)	(27,065)	(202)	(192)
<i>Actual amount charged against the Council Fund Balance for pensions in the year</i>				
• Employer's contributions payable to the scheme	17,537	18,517		
• Retirement benefits payable to pensioners			777	749

\* A + B + C + D = Remeasurement of the Net Defined Benefit Liability/(Asset) as quoted in the Comprehensive Income & Expenditure Statement £26,255k 2018/19; (£33,746k) 2017/18

**Pensions Assets and Liabilities Recognised in the Balance Sheet**

The amount included in the Balance Sheet arising from the authority's obligation in respect of its defined benefit plans is as follows:

	Local Government Pension Scheme		Discretionary Benefits Arrangements	
	2017/18 £000	2018/19 £000	2017/18 £000	2018/19 £000
Present value of the defined benefit obligation	649,677	709,597	7,774	7,444
Fair value of plan assets	(407,992)	(433,336)		
Sub-total	241,685	276,261	7,774	7,444
Other movements in the liability (asset)				
<b>Net liability arising from defined benefit</b>	<b>241,685</b>	<b>276,261</b>	<b>7,774</b>	<b>7,444</b>

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

	Local Government Pension Scheme	
	2017/18 £000	2018/19 £000
Opening fair value of scheme assets	389,051	407,992
Interest income	9,855	10,760
Administration expenses	(685)	(729)
Remeasurement gain/(loss):		
• The return on plan assets, excluding the amount included in the net interest expense	6,936	11,358
• Other		
The effect of changes in foreign exchange rates		
Contributions from employer	17,537	18,517
Contributions from employees into the scheme	3,723	3,946
Benefits paid	(18,425)	(18,508)
Other		
<b>Closing value of scheme assets</b>	<b>407,992</b>	<b>433,336</b>

## Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

	Funded Liabilities Local Government Pension Scheme		Unfunded Liabilities Discretionary Benefits Arrangements	
	2017/18 £000	2018/19 £000	2017/18 £000	2018/19 £000
Opening balance at 1 April	654,439	649,677	8,470	7,774
Current service cost	20,335	20,082		
Interest cost	16,177	16,702	202	192
Contributions from scheme participants	3,723	3,946		
Remeasurement (gains) and losses:				
• Actuarial (gains) and losses arising on changes in demographic assumptions				
• Actuarial (gains) and losses arising on changes in financial assumptions	(26,689)	37,386	(121)	227
• Other				
Past service cost	19	25		
Losses/(gains) on curtailment	98	287		
Liabilities assumed on entity combinations				
Benefits paid	(18,425)	(18,508)	(777)	(749)
Liabilities extinguished on settlement				
<b>Closing balance at 31 March</b>	<b>649,677</b>	<b>709,597</b>	<b>7,774</b>	<b>7,444</b>

## Local Government Pension Scheme Assets Comprised:

	Fair value of scheme assets	
	2017/18 £000	2018/19 £000
<b>Cash &amp; cash equivalents</b>	<b>4,896</b>	<b>867</b>
<b>Equities</b>		
• UK quoted	0	0
• Global quoted	33,455	34,667
• Global unquoted	0	0
• US	0	0
• Japan	0	0
• Europe	0	0
• Emerging markets	28,559	26,867
• Frontier	0	0
• Far East	0	0
<b>Sub-total Equity</b>	<b>62,014</b>	<b>61,534</b>
<b>Bonds</b>		
• Overseas other bonds	46,511	48,100
• LDI	92,206	98,800
<b>Sub-total Bonds</b>	<b>138,717</b>	<b>146,900</b>
<b>Property</b>		
• UK	20,808	23,833
• Overseas	5,304	4,767
<b>Sub-total Property</b>	<b>26,112</b>	<b>28,600</b>
<b>Alternatives</b>		
• Hedge Funds	34,271	32,500
• Private equity	42,023	49,834
• Infrastructure	9,384	15,600
• Timber & Agriculture	5,712	5,200
• Private credit	3,264	7,367
• DGF	81,599	84,934
<b>Sub-total Alternatives</b>	<b>176,253</b>	<b>195,435</b>
<b>Total Assets</b>	<b>407,992</b>	<b>433,336</b>

**Basis for Estimating Assets and Liabilities**

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc.

Both the Local Government Pension Scheme and Discretionary Benefits liabilities have been estimated by Mercer Human Resource Consulting, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2016.



The principal assumptions used by the actuary have been:

	Local Government Pension Scheme		Discretionary Benefits Arrangements	
	2017/18	2018/19	2017/18	2018/19
Mortality assumptions				
Longevity at 65 for current pensioners:				
• Men	23.1 years	23.2 years	23.1 years	23.2 years
• Women	25.6 years	25.7 years	25.6 years	25.7 years
Longevity at 65 for future pensioners:				
• Men	25.7 years	25.9 years		
• Women	28.3 years	28.4 years		
Rate of inflation	2.10%	2.20%	2.10%	2.30%
Rate of increase in salaries	3.35%	3.45%		
Rate of increase in pensions	2.20%	2.30%	2.20%	2.40%
Rate of discounting scheme liabilities	2.60%	2.40%	2.60%	2.40%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes, for each change, that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analyses have followed the accounting policies for the scheme i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analyses below did not change from those used in the previous period.

Change in assumptions at 31 March 2019	Impact on the Net Liability arising from the Defined Benefit Obligation in the Scheme £000
Longevity (increase in 1 year)	14,180
Rate of inflation (increase by 0.1%)	13,096
Rate of increase in salaries (increase by 0.1%)	1,891
Rate for discounting scheme liabilities (increase by 0.1%)	(12,859)

### Risks and Investment Strategy

The Fund maintains positions in a variety of financial instruments and is therefore exposed to a variety of financial risks including credit and counterparty risk, liquidity risk, market risk and exchange rate risk.

The Administering Authority's overall risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks. The Pension Fund annually reviews its Investment Strategy Statement and corresponding Funding Strategy Statement, which set out the Pension Fund's policy on matters such as the type of investments to be held, balance

between types of investments, investment restrictions and the way risk is managed.

### **Impact on the Authority's Cash Flows**

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 16 years. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2019.

The scheme will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and the other main existing public service schemes may not provide benefits in relation to service after 31 March 2014. The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

The authority anticipated to pay £17,551k expected contributions to the scheme in 2019/20.

The weighted average duration of the defined benefit obligation for scheme members is 18 years, 2018/19 (18 years 2017/18).

### **37. Nature and Extent of Risks Arising from Financial Instruments**

The Council has adopted CIPFA's Code of Practice on Treasury Management and complies with The Prudential Code of Capital Finance for Local Authorities.

As part of the adoption of the Treasury Management Code, the Council approved the Treasury Management Strategy for 2018/19 on 20 February 2018. The Strategy sets out the parameters for the management of risks associated with Financial Instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

The Treasury Management Strategy includes an Annual Investment Strategy in compliance with the Welsh Government's Investment Guidance to local authorities. This Guidance emphasises that priority is to be given to security and liquidity, rather than yield. The Council's Treasury Strategy, together with its Treasury Management Practices are based on seeking the highest rate of return consistent with the proper levels of security and liquidity.

The main risks covered are:

**Credit Risk:** The possibility that other parties might fail to pay amounts due to the Council.

**Liquidity Risk:** The possibility that the Council might not have funds available to meet its commitments to make payments.

**Market Risk:** The possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates and stock market movements.

**Credit Risk**

**Investments**

The Council manages this risk by ensuring that investments are placed with central government, other local authorities or Banks and Building Societies having sufficiently high credit ratings as set out in the Treasury Management Strategy. A limit of £5,000k is placed on the amount of money that can be invested with a single counterparty. No more than £10,000k in total can be invested for a period longer than one year.

The Council has no historical experience of counterparty default. The Council uses a range of indicators in addition to credit ratings to decide who to invest with. These include Government guarantees, financial strength of the country and share prices. The Council and its treasury adviser will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure the security of the sums invested.

**Debtors**

It is recognised that in the current economic environment there will be greater difficulty in collecting monies due, however the authority has previously invested in strong Credit Control methodology, with highly trained staff supported by effective procedures which should maintain cash flow and reduce the incidences of contractual delinquency.

The following table summarises the nominal value of the Council's investment portfolio at the end of the financial year.

	Long-term Rating when Investment Made	Long-term Rating at 31/03/2019	Balance Invested at 31/03/2019 £000	Maturity Date			
				0-3 Months £000	4-6 Months £000	7-9 Months £000	10-12 Months £000
UK Banks	A+	A+	5,000				
Bank of Scotland	A+	A+	300				
NatWest	AA	AA	4,400				
UK Government Debt Management Office							
<b>Total</b>			<b>9,700</b>				

Definitions	AA
Long-term Ratings	<p><b>Very high credit quality</b> Expectation of very low credit risk. Very strong capacity for payment of financial commitments, which is not significantly vulnerable to foreseeable events.</p>
	<p><b>High credit quality</b> Expectation of low credit risk. Strong capacity for payment of financial commitments, which may be more vulnerable to adverse business or economic conditions than is the case for higher ratings.</p>

**Liquidity Risk**

The Council has access to borrowing facilities from the Public Works Loans Board. There is no perceived risk that the Council will be unable to raise finance to meet its commitments. The Council also has to manage the risk that it will not be exposed to replenishing a significant proportion of its borrowing at a time of unfavourable interest rates.

The maturity analysis of the Council's PWLB and temporary debt at 31 March 2019 was as follows:

	Years	31 March 2018 £000	31 March 2019 £000	%
<b>Short-term Borrowing</b>	Less than 1 year	(30,390)	(24,705)	10.83
<b>Long-term Borrowing</b>	Over 1 under 6	(19,830)	(30,215)	13.24
	Over 6 under 10	(9,800)	(18,134)	7.95
	Over 10 under 15	(10,049)	(21,059)	9.23
	Over 15 under 20	(35,803)	(40,072)	17.57
	Over 20 under 25	(12,370)	(6,000)	2.63
	Over 25 under 30	0	0	0.00
	Over 30 under 35	(11,053)	(19,126)	8.38
	Over 35 under 40	(71,897)	(63,825)	27.98
	Over 40 under 45	(5,000)	(5,000)	2.19
<b>Total Long-term Borrowing</b>		<b>(175,802)</b>	<b>(203,431)</b>	<b>89.17</b>
<b>Total Borrowing at Nominal Amount</b>		<b>(206,192)</b>	<b>(228,136)</b>	<b>100.00</b>
Accrued Interest		(1,454)	(1,677)	
Deferred Premium		941		
IFRS 9 Adjustment			5,493	
<b>Total Borrowing at Amortised Cost</b>		<b>(206,705)</b>	<b>(224,320)</b>	
<b>Balance as at 31 March 2018</b>		<b>(206,705)</b>		
IFRS 9 Adjustment		5,551		
<b>Balance as at 1 April 2018</b>		<b>(201,154)</b>		

### Market Risk

#### (1) Interest Rate Risk:

The Council is exposed to risks arising from movements in interest rates. The Treasury Management Strategy aims to mitigate these risks by setting an upper limit of 40% on external debt that can be subject to variable interest rates. At 31 March 2018 and 31 March 2019, 100% of the debt portfolio was held in fixed rate instruments.

Investments are also subject to movements in interest rates. As investments are made at fixed rates, but for shorter periods of time, there is greater exposure to interest rate movements. This risk has to be balanced against actions taken to mitigate credit risk.

#### (2) Price Risk:

The Council does not invest in equity shares and therefore is not subject to any price risk (i.e. the risk that the Council will suffer loss as a result of adverse movements in the price of financial instruments).

#### (3) Foreign Exchange Risk:

The Council has no financial assets or liabilities denominated in a foreign currency. It therefore has no exposure to loss arising as a result of adverse movements in exchange rates.

## 38. Heritage Assets

Reconciliations of the carrying value of Heritage Assets held by the authority:

2018/19	Scheduled Ancient Monument £000	Plas Newydd £000	Ruthin Gaol £000	Nantclwyd y Dre £000	Total Heritage Assets £000
Cost or Valuation 01 April 2018	0	1,114	4,427	2,954	8,495
Additions	0	0	0	0	0
Revaluation Gains	0	811	3,009	2,976	6,796
Revaluation decreases recognised in the Surplus or Deficit on the Provision of Services	0	0	(75)	0	(75)
Depreciation	0	(10)	(31)	(30)	(71)
<b>31 March 2019</b>	<b>0</b>	<b>1,915</b>	<b>7,330</b>	<b>5,900</b>	<b>15,145</b>

2017/18	Scheduled Ancient Monument £000	Plas Newydd £000	Ruthin Gaol £000	Nantclwyd y Dre £000	Total Heritage Assets £000
Cost or Valuation 01 April 2017	361	1,122	4,460	2,969	8,912
Additions	0	0	0	0	0
Revaluation decreases recognised in the Surplus or Deficit on the Provision of Services	(361)	0	0	0	(361)
Depreciation	0	(8)	(33)	(15)	(56)
<b>31 March 2018</b>	<b>0</b>	<b>1,114</b>	<b>4,427</b>	<b>2,954</b>	<b>8,495</b>

The Heritage Assets were revalued in 2018/19 and it has resulted in a net gain of £6.721m. This is due to the fact the valuers have had independent advice on rebuild costs and these are considerably higher than previously estimated.

#### Scheduled Ancient Monuments

The Council has a number of scheduled ancient monuments and listed buildings classified by CADW as Heritage Assets but these have no valuations attached. Included in these is Castell Dinas Bran, which is a medieval castle standing high on a hill above the town of Llangollen and is the site of an Iron Age hill fort. Others include Jubilee Tower, Moel Fenlli, Moel y Gaer Llanbedr, Caer Drewyn and Prestatyn Roman Bath House. Further information is available from CADW or Clwyd Powys Archaeological Trust.

## **Civic Regalia**

Most of the Civic Regalia is still in the ownership of each Town Council, with a very small number of objects being cared for by the Heritage Service, due to them requiring professional care and storage or due to their historical value. However, Civic Regalia has not been included on the Balance Sheet as further information and consolidation of the collections held is required.

## **Heritage Buildings**

Denbighshire has the following Heritage Buildings. The buildings were revalued in 2018/19 as part of the five-yearly revaluation programme. At the moment there is no valuation for the artefacts included in the buildings. Most artefacts are 'gifted' at no cost and the word 'value' in museums does not often refer to a financial value.

### *Plas Newydd - Grade 2\* Building and Listed Landscape*

Plas Newydd is a detached two storey property constructed from timber frame with brick and stone elevations rendered and painted. The museum has approximately 400 artefacts including furniture, social and domestic items (books, medals, ceramics and costume), ephemera and miscellaneous collections.

### *Ruthin Gaol - Grade 2\* Victorian Prison*

Ruthin Gaol ceased to be a prison in 1916. The county council purchased the buildings in 1926 and used part of them for offices, the county archives and the town library. During the Second World War the prison buildings were used as a munitions factory, before being handed back to the county council, when it became the headquarters of the Denbighshire Library Service. In 2002 the Gaol was extensively renovated and reopened as a museum. Some of the items in the collection are integral parts of the building, such as the stone baths, whereas others are objects and archives relating to the history of the Gaol.

### *Nantclwyd y Dre - Grade 1\* Building and Listed Gardens*

The premises were purchased by Clwyd County Council in 1984. They were derelict but had a programme to renew and safeguard the external parts, which was completed in the mid 1990's. The premises were fully restored and opened to the public in June 2007 as a museum due to its historic merit.

The property comprises a circa 14th century house extended substantially. The property is a grade 1 listed structure with a registered historical garden, a grade 1 listed gazebo and listed garden walls. The majority of items on display are either replica or purchased from an unknown source outside Denbighshire. However, any objects directly related to the history of the house, which have since come to light and been 'gifted' have been accessioned into the Denbighshire Heritage Service.

## **Denbighshire Heritage Service Collections**

The collections date from the 1960's when, before the existence of a museum or heritage service, material was collected by various departments of the former local authorities. There are approximately 10,000 objects within the collection including social and industrial history, archive and archaeological material.

**Museums**

There are approximately 1,000 items associated with the former museum at Denbigh and approximately 3,000 individual items associated with the Rhyl Museum.

**Intangible Heritage Assets**

Historical recordings are housed in the Denbighshire Record Office, however the ownership of some of the recordings needs further research.

**Other**

It has been identified that a Denbighshire High School has a painting by the Welsh landscape painter, Sir John "Kyffin" Williams. It is estimated to be worth between £14,000 - £20,000.

**Collections Management and Valuations**

The management of collections is guided by the Museums Accreditation Scheme and the Welsh Government's 'A Museum Strategy for Wales'. The County's portable heritage collections are housed in the County Store in Ruthin. These include archaeological collections (such as Roman finds from Prestatyn Bath House and medieval collections from Rhuddlan Castle), collections associated with the Ladies of Llangollen, several Eisteddfod chairs and social history collections relating to the whole county. In August 2017, a professionally qualified Museum Curator was recruited to take responsibility for the care of the collections in Denbighshire, replacing the previous SLA arrangement with Bodelywyddan Castle Trust. The Curator's work to date has involved the submission for Museum Accreditation at Plas Newydd, Ruthin Gaol and Rhyl Museum, which was successful for all sites and awarded in September 2018. A full object audit has taken place at Plas Newydd, Ruthin Gaol, Rhyl Museum and Denbigh Volunteer Museum (who currently have the Denbigh Museum and Hospital County Collections on long-term loan). Work continues at the Museum Store to condition check, re-label, photograph and physically move each object, as part of a larger project to improve object care and storage capacity. In line with the object audits has been the implementation of the new object Management Database which will hold all object information. The Curator post fully satisfies the requirements of Museum Accreditation.

**Loans**

A number of objects are loaned to and from the Heritage Service. Plas Newydd has furniture on loan from the National Museum of Wales and this is covered by Denbighshire's insurance policy. There are also items on long-term loan from the Galleries of Justice in Nottingham in Ruthin Gaol. A loans register is kept in the main museum office.

**Acquisitions and Disposals**

The Heritage Service has a "Museum Documentation and Procedural Manual" as well as the other policies listed in the Heritage Service Forward Plan. The Museum Documentation and Procedural Manual documents the procedures for acquisition and disposal of all items. Each item should have a unique number, details of ownership and type of deposit. Once an item is accessed against the Collection Policy, a decision is made to formally accept it into the museum collection or return to the owner.



**Section 4: Supplementary Statements and Notes to the Supplementary Statements****Housing Revenue Account Income and Expenditure Statement**

2017/18 £000		Note	2018/19 £000
	<b>Expenditure</b>		
4,442	Repairs & maintenance		4,871
2,523	Supervision & management		2,556
13	Rents, rates, taxes & other charges		18
8,710	Depreciation & impairment of non-current assets	5	8,926
39	Debt management costs		38
96	Movement in bad debt provision		137
<b>15,823</b>	<b>Total Expenditure</b>		<b>16,546</b>
	<b>Income</b>		
(14,158)	Dwelling rents (gross)		(15,181)
(172)	Non-dwelling rents (gross)		(178)
<b>(14,330)</b>	<b>Total Income</b>		<b>(15,359)</b>
	<b>Net Expenditure of HRA Services as included in the Comprehensive Income &amp; Expenditure Statement</b>		<b>1,187</b>
58	HRA share of Corporate Expenditure		58
<b>1,551</b>	<b>Net Expenditure of HRA Services</b>		<b>1,245</b>
	<b>HRA share of the operating income and expenditure included in the Comprehensive Income &amp; Expenditure Statement</b>		
24	Pension administration costs	6	25
3,253	Interest payable & similar charges		3,055
(10)	Interest & investment income		(13)
225	Net interest on the net defined benefit liability/(asset)	6	214
(2,409)	Capital grants & contributions receivable		(3,540)
<b>2,634</b>	<b>(Surplus) or Deficit for the Year on HRA Services</b>		<b>986</b>

## Movement on the HRA Statement

2017/18 £000		2018/19 £000	
(2,547)	Balance on the HRA at 1 April		(2,203)
2,634	(Surplus) or deficit for the year on the HRA Income & Expenditure Statement	986	
(2,353)	Adjustments between accounting basis & funding basis under statute (see below)	(427)	
281	Net (increase) or decrease before transfers to or from reserves		559
63	Transfers to or (from) reserves		(40)
344	(Increase) or decrease in year on the HRA		519
(2,203)	Balance on the HRA at 31 March		(1,684)

	<b>Adjustments between accounting basis &amp; funding basis under statute:</b>		
	<b>Adjustments primarily involving the Capital Adjustment Account</b>		
	<u>Reversal of items debited or credited to the Comprehensive Income &amp; Expenditure Statement</u>		
(8,710)	Charges for depreciation & impairment of non-current assets	(8,926)	
2,409	Capital grants & contributions applied	3,540	
0	Revenue Expenditure Funded from Capital Under Statute	0	
(328)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income & Expenditure Statement	(288)	(5,674)
	<u>Insertion of items not debited or credited to the Comprehensive Income &amp; Expenditure Statement</u>		
2,703	Statutory provision for the financing of capital investment	2,853	
1,647	Capital expenditure charged against HRA balances	2,442	
	<b>Adjustments involving the Capital Receipts Reserve</b>		
328	Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the HRA Income & Expenditure Statement	288	
	<b>Adjustments primarily involving the Financial Instruments Adjustment Account</b>		
0	Amount by which finance costs charged to the HRA Income & Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	3	
	<b>Adjustments primarily involving the Pensions Reserve</b>		
(967)	Reversal of items relating to retirement benefits debited or credited to the HRA Income & Expenditure Statement	(945)	
579	Employer's pension contributions payable in the year	608	
	<b>Adjustments involving the Accumulated Absences Account</b>		
(14)	Amount by which officer remuneration charged to the HRA Income & Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(2)	5,247
(2,353)	<b>Total Adjustments</b>		(427)

**Notes to the Supplementary Statements****1. Housing Stock**

The Council's total housing stock was as follows:

2017/18 No. of Properties		2018/19 No. of Properties
1,810	Houses	1,804
954	Flats	957
616	Bungalows	617
<b>3,380</b>	<b>Total</b>	<b>3,378</b>

During the year three properties were sold under the Right to Buy Scheme and five were purchased in the year and four removed from the housing stock.

**2. Rent Arrears**

At the 31 March 2019, tenants' rent arrears were £647k, (£427k as at 31 March 2018), which represented 4.26% of the net rent income due in the year. No arrears were written off during the year. A contribution to the provision for Bad and Doubtful Debts of £137k was made during the year and the balance at year end was £467k.

**3. Capital Receipts**

There have been three Right to Buy (RtB) sales in 2018/19 plus one purchase of land. Whilst the RtB has been suspended, pre-suspension applications have been completed. Capital receipts of £288k were received from sales in 2018/19, £328k in 2017/18.

**4. Analysis of Housing Revenue Account Capital Expenditure**

During 2018/19 capital expenditure of £8,632k was incurred on improvements to the Council's housing assets. This includes improvements to existing stock and investment in sites to facilitate the development of additional housing stock. It also includes the acquisition of former housing stock. Total capital expenditure has been financed by five sources: the Major Repairs Allowance (a government grant), capital receipts (from the Right to Buy scheme), Direct HRA revenue contributions, Prudential Borrowing and other grants as detailed in the following table.

2017/18 £000	<u>Housing Capital Expenditure</u>	2018/19 £000
87	Quality Performance Management - IT Project	190
3,007	Acquisitions	2,715
5,906	Improvement/Planned Works	5,727
<b>9,000</b>	<b>Total In-year Expenditure</b>	<b>8,632</b>
	<i>Financed by:</i>	
2,409	Major Repairs Allowance (Grant)	2,412
82	Usable Capital Receipts	72
1,647	Direct HRA Revenue Contributions	2,458
4,862	Prudential Borrowing	2,577
0	Other grants	1,113
<b>9,000</b>	<b>Total Financing</b>	<b>8,632</b>

#### 5. Depreciation, Impairment and Revaluation Losses of Non-current Assets

In line with the resource accounting framework, depreciation charges, impairment and revaluation losses are included in the HRA Net Cost of Services. The depreciation charge is based on the Balance Sheet value of dwellings and other assets and reflects the assets held and consumed in the delivery of the service rather than simply the cash spent on them each year. The impairment and revaluation losses arise as a result of the revaluation process. The depreciation charge, impairment and revaluation losses are reversed out of the Net Cost of Services via the Movement on the HRA Statement. The reversal brings the net capital charge to the HRA back to the statutory charge, which is calculated in line with The General Determination of the Item 8 Credit and Item 8 Debit (Wales) 2015. The depreciation charge, impairment and revaluation losses have no effect on HRA balances.

The total depreciation charges and impairment & revaluation losses for 2018/19 are shown below:

2017/18 £000		2018/19 £000
2,111	Operational Assets - Dwellings	2,085
63	Operational Assets - Equipment & Infrastructure	52
<b>2,174</b>	<b>Total Depreciation</b>	<b>2,137</b>
<b>6,536</b>	<b>Impairment &amp; Revaluation Losses</b>	<b>6,789</b>
<b>8,710</b>	<b>Total HRA Depreciation, Impairment &amp; Revaluation Losses</b>	<b>8,926</b>

#### 6. Transactions Relating to Retirement Benefits

The cost of retirement benefits is recognised in the Net Cost of Services when they are earned by employees, rather than when the benefits are actually paid as pensions. However, the charge to the HRA is based on the employer's contribution payable in the year, so the real cost of retirement benefits is reversed out in the Movement on the HRA Statement.

The following transactions have been made in the Comprehensive Income & Expenditure Statement and Movement on the HRA Statement during the year:

2017/18 £000	<u>Comprehensive Income &amp; Expenditure Statement</u>	2018/19 £000
	<u>Net Cost of Services</u>	
702	Current Service Cost	706
16	Past Service Costs	0
	<u>Net Operating Expenditure</u>	
24	Pension Administration Expenses	25
225	Net Interest Expense	214
<b>967</b>	<b>Net charge to the Comprehensive Income &amp; Expenditure Statement</b>	<b>945</b>

<u>Movements on the HRA Statement</u>		
(967)	Reversal of net charges made for retirement benefits in accordance with the Code	(945)
579	Employer's contribution payable to the Clwyd Pension Fund Scheme	608

**Section 5: The independent auditor's report of the Auditor General for Wales to the members of Denbighshire County Council will appear here**

This page has been left blank intentionally

This page has been left blank intentionally





# Annual Governance Statement

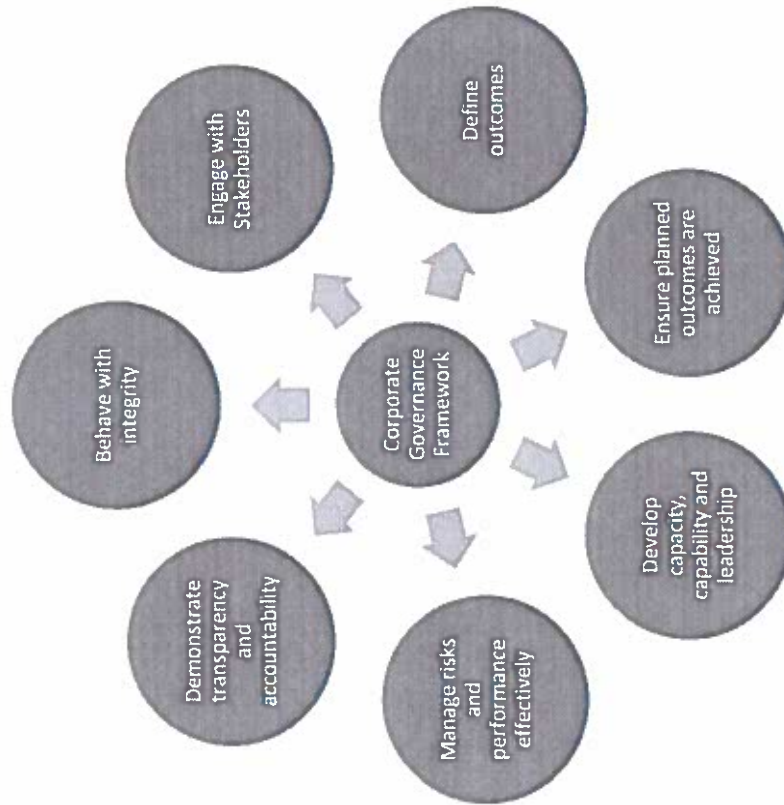
## 2018-19

**Introduction**

The CIPFA/Solace Delivering Good Governance in Local Government framework (2016) requires local authorities to publish an Annual Governance Statement. This is to show that Denbighshire County Council (the Council):

- Conducts its business in accordance with relevant laws and regulations;
- Properly accounts for and safeguards public money;
- Uses its resources economically, efficiently and effectively to achieve agreed priorities that benefit local people.

The Council has adopted the 'Core Principles' which underpin the CIPFA/Solace framework to form its Corporate Governance Framework. The seven core principles are set out below along with an overview of the Council's governance framework:



Key Elements Of The Council's Governance Framework		
<p><b>Evidence Sources</b></p> <ul style="list-style-type: none"> <li>• Constitution</li> <li>• Corporate Plan</li> <li>• Leadership Strategy</li> <li>• Core Values</li> <li>• Equalities arrangements</li> <li>• FOI arrangements</li> <li>• Codes of conduct</li> <li>• Anti-fraud &amp; Corruption Policy</li> <li>• Whistleblowing Policy</li> <li>• Expert advice &amp; guidance</li> <li>• Risk management</li> <li>• Project management</li> <li>• Internal controls</li> <li>• Internal Audit service</li> <li>• Information management</li> <li>• Elected member &amp; staff training</li> <li>• Customer feedback &amp; Complaints process</li> </ul>	<p><b>Evidence Sources</b></p> <ul style="list-style-type: none"> <li>• Annual delivery document</li> <li>• Corporate priorities</li> <li>• Financial planning</li> <li>• Performance management</li> <li>• Partnership arrangements</li> <li>• HR strategy &amp; policies</li> <li>• Procurement management</li> <li>• Partnership governance</li> <li>• Job descriptions</li> <li>• Published reports</li> <li>• Community Engagement Plan</li> <li>• City, Town &amp; Area Plans</li> <li>• Member Area Groups</li> <li>• Resident surveys</li> <li>• Communication Strategy</li> <li>• Staff engagement</li> <li>• Well-being Statement &amp; Objectives</li> <li>• Well-being Impact Assessments</li> </ul>	<p><b>Assurance Sources</b></p> <ul style="list-style-type: none"> <li>• Performance reports</li> <li>• Financial reports</li> <li>• Democratic arrangements</li> <li>• External regulator reports</li> <li>• Internal Audit reports</li> <li>• Service challenges</li> <li>• Self-assessments</li> <li>• Peer reviews</li> <li>• Partnership boards</li> <li>• Staff surveys</li> <li>• Resident surveys</li> <li>• Customer feedback</li> <li>• Consultations</li> </ul>
<p><b>Members</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance Committee</li> <li>• Scrutiny Committees</li> <li>• Standards Committee</li> </ul>	<p><b>Council Meetings</b></p> <ul style="list-style-type: none"> <li>• All meetings are held in public</li> <li>• Decisions are recorded on the Council's website</li> </ul>	<p><b>Executive</b></p> <ul style="list-style-type: none"> <li>• Corporate Executive Team                             <ul style="list-style-type: none"> <li>◦ Head of Paid Service (CEO)</li> <li>◦ Treasurer (Section 151 Officer)</li> <li>◦ Monitoring Officer</li> <li>• Senior Leadership Team</li> </ul> </li> </ul>

The effectiveness of governance arrangements is measured in several ways. One key report is the Chief Internal Auditor's Annual Report which provides an independent opinion on the overall adequacy and effectiveness of the Council's governance, risk and control framework and the extent that the Council can rely on it. The Annual Internal Audit Report will be presented to the Corporate Governance Committee in June 2019, which will summarise the key findings of the audit work undertaken in 2018/19, including any areas of significant weaknesses in the internal control environment.

It is of the opinion of the Chief Internal Auditor, taking into account all available evidence, that medium assurance may be awarded over the adequacy and effectiveness of the Council's overall internal control environment during the financial year 2018/19. This is the same as last year. Improvements in the following areas were highlighted however:

Issues identified by Internal Audit in 2018/19	Agreed action
Review and update the Money Laundering Policy and raise awareness with relevant officers.	Update Money Laundering Policy and communicate to officers that collect cash on behalf of the Council.
Define risk appetite and risk management training for members and officers (staff).	Agree risk appetite and arrange training for members and senior and middle managers on risk management.

Last year's self-assessment and Annual Governance Statement highlighted nine areas for improvement relating to: committee reports; awareness of the code of conduct; budget deficit; changes affecting senior management; partnerships; contract management; benefit realisation; and GDPR implementation. Follow up work by Internal Audit confirms that all areas are being addressed.

The Corporate Governance Officer's Group consisting of the Monitoring Officer, Head of Finance, Head of Business Improvement & Modernisation (SIRO) reviewed the Council's arrangements against the CIPFA/Solace Framework. This confirmed that governance arrangements such as the Code of Conduct, Financial Regulations, and other corporate processes have operated as intended during the year. The Code of Corporate Governance was updated to reflect the current arrangements. Looking ahead, the following areas for improvement have been identified for 2018/19:

Improvement actions 2018/19	Agreed action
Review, update and promote the Strategy for the Prevention of Fraud, Corruption & Bribery	Periodic review of the Strategy and raise awareness as relevant.
Review the Council's Ethical Culture as required by the Public Sector Internal Audit Standards	Internal Audit review planned for 2019/20.
Finalise and promote the Partnership Framework	Partnership framework to be presented to Corporate Governance Committee and requirements communicated to relevant persons
Ongoing work to promote the officer's code of conduct, declaration of interest, gifts and hospitality and whistleblowing.	E-learning module due to be released and Monitoring Officer to brief senior and middle managers.
Ongoing work to implement the requirements of the General Data Protection Regulations.	Internal Audit review of GDPR.

**The Governance Framework**

**Principle 1 - Behaving with integrity, with commitment to ethical values, and respect for the rule of law**

Denbighshire CC's Constitution includes the Codes of Conduct for members and officers and demand a high standard of behaviour. These are supported by more detailed guidance such as the Strategy for the Prevention and Detection of Fraud, Corruption and Bribery, Whistleblowing Policy, Financial Regulations and Contract Procedure Rules. The Monitoring Officer and Head of Finance / Section 151 Officer both have responsibilities to ensure that Council decisions meet legal requirements.

**Principle 2 - Ensuring openness and comprehensive stakeholder engagement**

The Council engages with stakeholders and partners through joint working arrangements, partnership boards and representation on external bodies' governing boards. The resident survey informs community engagement strategies as well as service. The Council publishes information on the website including webinars of Council meetings. Communication channels involve press releases and online such as social media (facebook and twitter) and the County Conversation portal <https://countyconversation.denbighshire.gov.uk/customerportal>

**Principle 3 - Defining outcomes in terms of sustainable economic, social, and environmental benefits**

The strategic vision for Denbighshire is set out in its Corporate Plan. Within it, Council defines specific priorities and outcomes to be achieved and this is managed by two programme boards. A separate programme board is focused on ensuring the Council's finances and services are sustainable. A Wellbeing Impact Assessment is completed to inform significant decisions.

**Principle 4 - Determining the intervention necessary to achieve intended outcomes**

A Quarterly Performance report tracks the performance of all Council activities in terms of key performance indicators and delivery of key outcomes. The report also highlights remedial actions being taken where slippage does occur. Senior Management and Members (via Scrutiny committees and the Corporate Governance Committee), ensure the Council remains focussed on achieving its objectives and priorities.

**Principle 5 - Developing capacity, including the capability of leadership and individuals within the Council**

Development is directed by the leadership strategy, apprenticeship schemes and an e-learning portal is used to develop staff at all levels. The Council also works across a broad set of partnerships and collaborative arrangements, and uses commissioning and procurement processes to maximise capacity by delivering services in the most effective and efficient way.

**Principle 6 - Managing risks and performance through strong internal control and financial management**

Corporate risk registers are updated twice yearly, with significant risks brought to the attention of senior management and members. Internal Audit assess the overall quality of risk management, governance and internal control and agree actions for improvement as necessary. The Council has a strong track record in financial management, delivering services within budget and timely production of the 2017/18 accounts in response to the early closure requirements.

**Principle 7 - Implementing good practices in transparency, reporting and audit to deliver effective accountability**

The Council provides clear and accurate information, and has developed both its website and the format of Council reports to improve transparency and accessibility. Minutes of meetings and key decisions are published on the Council's website. The external assessment of Internal Audit confirms it conforms to the Public Sector Internal Audit Standards.

Key contributors to developing and maintaining the Governance Framework

<p>Council</p>	<ul style="list-style-type: none"> <li>- Approves the Corporate Plan</li> <li>- Endorses the Constitution</li> <li>- Approves the policy and financial frameworks</li> </ul>
<p>Cabinet</p>	<ul style="list-style-type: none"> <li>- Primary decision making body of the Council</li> <li>- Comprises of the Leader of the Council and Cabinet members who have responsibility for specific portfolios</li> </ul>
<p>Corporate Governance Committee</p>	<ul style="list-style-type: none"> <li>- Help raise the profile of internal control, risk management and financial reporting issues within the Council, as well as providing a forum for the discussion of issues raised by internal and external auditors</li> </ul>
<p>Standards Committee</p>	<ul style="list-style-type: none"> <li>- Standards Committee promotes high standards of conduct by elected and co-opted members and monitors the operation of the Members' Code of conduct.</li> </ul>
<p>Programme Boards</p>	<ul style="list-style-type: none"> <li>- Track efficiencies, highlighting risk and mitigating actions to achievement</li> <li>- Consider the robustness of efficiency planning and forecasting and consider resourcing of planned delivery</li> <li>- Plan communication and engagement activity</li> </ul>
<p>Scrutiny Committees</p>	<ul style="list-style-type: none"> <li>- Review and scrutinise the decisions and performance of Council, Cabinet, and Committees</li> <li>- Review and scrutinise the decisions and performance of other public bodies including partnerships</li> </ul>
<p>Senior Leadership Team &amp; Managers</p>	<ul style="list-style-type: none"> <li>- Responsible for developing, maintaining and implementing the Council's governance, risk and control framework</li> <li>- Contribute to the effective corporate management and governance of the Council</li> </ul>
<p>Internal Audit</p>	<ul style="list-style-type: none"> <li>- Provide an independent opinion on the adequacy and effectiveness of internal control, risk management and governance arrangements</li> <li>- Delivers a programme of risk based audits, including counter fraud and investigation</li> <li>- Identifies areas for improvement in the management of risk</li> </ul>
<p>External Audit</p>	<ul style="list-style-type: none"> <li>- Audit and report on the Council's financial statements (including the Annual Governance Statement), providing an opinion on the accounts and use of resources, concluding on the arrangements in place for securing economy, efficiency and effectiveness in the use of resources</li> </ul>



---

**Significant governance issues**


This Annual Governance Statement concludes that the Council has effective arrangements in place. While we recognise that there are areas for improvement (see improvement actions), it is important to note that the Corporate Governance Officers Group determined that there were no significant issues in 2018/19.

The areas for improvement that we have identified in our self-assessment will be monitored by the Corporate Governance Committee. This plan also includes any issues raised in last year's action plan that have not yet been fully addressed.

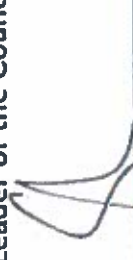
---

**Certification**

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

Signed:   
Cllr Hugh Evans  
Leader of the Council

Date: 20-5 2019

Signed:   
Judith Greenhalgh  
Chief Executive

Date: 20/5 2019

**Section 7: Glossary**

**ACCOUNTING PERIOD** - The period of time covered by the accounts, typically a period of twelve months commencing on 1 April. The end of the accounting period is the balance sheet date.

**ACCOUNTING POLICIES** - The specific principles, bases, conventions, rules & practices applied by the Council in preparing & presenting its financial statements.

**ACCRUALS** - Amounts included in the final accounts to recognise revenue and capital income and expenditure earned or incurred in the financial year, but for which actual payment had not been received or made as at 31 March.

**ACTUARIAL GAINS AND LOSSES** - For a defined benefit pension scheme, the changes in actuarial surpluses or deficits that arise because:

- events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or
- the actuarial assumptions have varied.

**AGENCY ARRANGEMENTS** - An arrangement between two organisations where one will act as an agent, collecting money on behalf of the other party, to whom the money is then paid over. An example of this is NNDR collections, where the Council is acting as the billing agent for central government, collecting money from tax payers on behalf of central government and then paying it over to them.

**AMORTISATION** - The gradual elimination of a liability, such as a loan, in regular payments over a specified period of time. Such payments must be sufficient to cover both principal & interest.

**ASSET** - An item having value to the authority in monetary terms. Assets are classed as either current or non current:

- A **current** asset will be consumed or cease to have material value within the next financial year (e.g. cash and stock);
- A **non current** asset provides benefits to the Authority and to the services it provides for a period of more than one year and may be **tangible** e.g. a school building, or **intangible**, e.g. computer software licences.

**AUDIT OF ACCOUNTS** - An independent review of the Authority's financial affairs.

**BALANCE SHEET** - A statement of the recorded assets, liabilities and reserves at the end of the accounting period.

**BUDGET** - The anticipated net revenue and capital expenditure over the accounting period.

**CAPITAL EXPENDITURE** - Expenditure on the procurement of a non current asset, which will be used in providing services beyond the current accounting period or expenditure that adds to, and not merely maintains, the value of an existing non current asset.

**CAPITAL FINANCING** - Funds obtained to pay for capital expenditure. There are various methods of financing capital expenditure including borrowing, leasing, direct revenue financing, usable capital receipts, capital grants, capital contributions, revenue reserves and earmarked reserves.

**CAPITAL PROGRAMME** - The capital schemes the Council intends to carry out over a specified period of time.

**CAPITAL RECEIPT** - The income from the disposal of land or other non current assets. Proportions of Housing capital receipts can be used to finance new capital expenditure,

within rules set down by the Government, but they cannot be used to finance revenue expenditure except for Revenue Expenditure Funded from Capital Under Statute.

**CASH** - Comprises cash on hand & demand deposits.

**CASH EQUIVALENTS** - Short-term, highly liquid investments that are readily convertible to known amounts of cash & which are subject to an insignificant risk of changes in value.

**CASH FLOWS** - Inflows & outflows of cash & cash equivalents.

**CIPFA** - The Chartered Institute of Public Finance and Accountancy.

**COMMUNITY ASSETS** - Assets that the Council plans to hold in perpetuity, that have no determinable useful life, and that may have restrictions on their disposal. Examples of community assets are parks and historical buildings.

**CONTINGENT ASSET** - A contingent asset is a likely asset arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the Authority's control.

**CONTINGENT LIABILITY** - A contingent liability is either:

- a potential obligation arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the Authority's control; or
- a present obligation arising from past events where it is not probable that a transfer of economic benefits will be required, or the amount of the obligation cannot be measured with sufficient reliability.

**CREDITOR** - Amount owed by the Council for works done, goods received or services rendered within the accounting period, but for which payment has not been made by the end of that accounting period.

**CURRENT SERVICE COST (PENSIONS)** - The increase in the present value of a defined benefit pension scheme's liabilities, expected to arise from employee service in the current period.

**DEBTOR** - Amount owed to the Council for works done, goods received or services rendered within the accounting period, but for which payment has not been received by the end of that accounting period.

**DEFINED BENEFIT PENSION SCHEME** - Pension schemes in which the benefits received by the participants are independent of the contributions paid and are not directly related to the investments of the scheme.

**DEPRECIATED REPLACEMENT COST (DRC)** - A method of valuation which gives a recognised approximation for the market value of specialised properties. It is an estimate of the market value for the existing use of the land, plus the current gross replacement costs for the building less an allowance for physical deterioration of the asset to its current equivalent physical state.

**DEPRECIATION** - The measure of the cost of the wearing out, consumption or other reduction in the useful economic life of the Authority's non current assets during the accounting period, whether from use, the passage of time, or obsolescence through technological or other changes.

**DISCRETIONARY BENEFITS (PENSIONS)** - Retirement benefits which the employer has no legal, contractual or constructive obligation to award and are awarded under the Authority's discretionary powers such as The Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007.



**EFFECTIVE INTEREST RATE** - This is the rate of interest needed to discount the estimated stream of principal and interest cash flows through the expected life of a financial instrument to equal the amount at initial recognition.

**EMPLOYEE BENEFITS** - All forms of consideration given by the Council in exchange for service rendered by its employees.

**EVENTS AFTER THE BALANCE SHEET DATE** - Events after the balance sheet date are those events, favourable or unfavourable, that arise between the balance sheet date and the date when the Statement of Accounts is authorised for issue.

**EXCEPTIONAL ITEMS** - Material items which derive from affairs or transactions that fall within the ordinary activities of the Authority and which need to be disclosed separately by virtue of their size or incidence to give fair presentation of the accounts.

**EXISTING USE VALUE (EUV)** - The estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm's-length transaction, after proper marketing wherein the parties had acted knowledgeably, prudently and without compulsion. It assumes that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost.

**EXPECTED RETURN ON PENSION ASSETS** - For a funded defined benefit scheme, this is the average rate of return, including both income and changes in fair value but net of scheme expenses, which is expected over the remaining life of the related obligation on the actual assets held by the scheme.

**EXTRAORDINARY ITEMS** - Material items, having a high degree of abnormality, which derive from events or transactions that fall outside the ordinary activities of the authority and which are not expected to recur. They do not include exceptional items, nor do they include prior period items merely because they relate to a prior period.

**FAIR VALUE** - The fair value of an asset is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's-length transaction.

**FINANCE LEASE** - A lease that transfers substantially all of the risks and rewards of ownership of an asset to the lessee.

**FINANCIAL INSTRUMENT** - Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term covers both financial assets and financial liabilities, from straightforward trade receivables (invoices owing) and trade payables (invoices owed) to complex derivatives and embedded derivatives.

**FINANCING ACTIVITIES** - Activities that result in changes in the size & composition of the principal received from or repaid to external providers of finance.

**GOING CONCERN** - The concept that the statement of accounts are prepared on the assumption that the Council will continue in operational existence for the foreseeable future.

**GOVERNMENT GRANTS** - Grants made by the government towards either revenue or capital expenditure in return for past or future compliance with certain conditions relating to the activities of the Council. Grants may be specific to a particular scheme or may support the revenue or capital spend (respectively) of the Authority in general.

**HOUSING BENEFITS** - A system of financial assistance to individuals towards certain housing costs administered by authorities and subsidised by Central Government.

**HOUSING REVENUE ACCOUNT (HRA)** - A separate account to the Council Fund that includes the expenditure and income arising from the provision of housing accommodation by the Authority.

**IMPAIRMENT** - A reduction in the value of a non current asset to below its carrying amount on the balance sheet. Impairment may be caused by a consumption of economic benefit (economic benefit impairment) or a general fall in prices.

**INCOME** - Amounts that the Council receives or expects to receive from any source, including fees, charges, sales and grants.

**INCOME AND EXPENDITURE ACCOUNT** - The revenue account of the Council that reports the net cost for the year of the functions for which it is responsible, and demonstrates how that cost has been financed from precepts, grants and other income.

**INFRASTRUCTURE ASSETS** - Non current assets belonging to the Authority that cannot be transferred or sold, on which expenditure is only recoverable by continued use of the asset created. Examples are highways, footpaths and bridges.

**INTANGIBLE ASSETS** - An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets most frequently found in local authorities are computer software.

**INTEREST COST (PENSIONS)** - For a defined benefit scheme, the expected increase during the period in the present value of the scheme liabilities because the benefits are one period closer to settlement.

**INVENTORIES** - Items of raw materials and stores an authority has procured and holds in expectation of future use.

**INVESTING ACTIVITIES** - The acquisition & disposal of long-term assets & other investments not included in cash equivalents.

**INVESTMENT PROPERTY** - Property that is held solely to earn rentals or for capital appreciation or both.

**INVESTMENTS (PENSION FUND)** - The investments of the Pension Fund will be accounted for in the statements of that fund. However, authorities are also required to disclose, as part of the disclosures relating to retirement benefits, the attributable share of pension scheme assets associated with their underlying obligations.

**LEASE** - An agreement whereby the lessor conveys to the lessee, in return for a payment or series of payments, the right to use an asset for a period of time.

**LIABILITY** - A liability is where the Council owes payment to an individual or another organisation.

- A **current liability** is an amount which will become payable or could be called in within the next accounting period, e.g. creditors or cash overdrawn.
- A **deferred liability** is an amount which by arrangement is payable beyond the next year at some point in the future or to be paid off by an annual sum over a period of time.

**MATERIALITY** - The concept that the Statement of Accounts should contain all amounts which, if omitted, or misstated, could be expected to lead to a distortion of the financial statements and ultimately mislead a user of the accounts.

**MINIMUM REVENUE PROVISION (MRP)** - The minimum amount, which must be charged to the revenue account each year in order to provide for the repayment of loans and other amounts borrowed by the Council.

**NET BOOK VALUE** - The amount at which non current assets are included in the balance sheet, i.e. their historical costs or current value less the cumulative amounts provided for depreciation and impairment.

**NON-DOMESTIC RATES (NDR)** - The Non-Domestic Rate is a levy on businesses, based on a national rate in the pound set by the government and multiplied by the assessed rateable value of the premises they occupy. It is collected by the Council on behalf of central government and then redistributed back to support the cost of services.

**OPERATING ACTIVITIES** - The activities of the Council that are not investing or financing activities.

**OPERATING LEASE** - A lease where the ownership of the non current asset remains with the lessor.

**PAST SERVICE COST (PENSIONS)** - For a defined benefit pension scheme, the increase in the present value of the scheme liabilities related to employee service in prior periods arising in the current period as a result of the introduction of, or improvement to, retirement benefits.

**PENSION SCHEME LIABILITIES** - The liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities measured using the projected unit method reflect the benefits that the employer is committed to provide for service up to the valuation date.

**PRECEPT** - The levy made by precepting authorities on billing authorities, requiring the latter to collect income from council taxpayers on their behalf.

**PRIOR YEAR ADJUSTMENT** - Material adjustments relating to prior years arising from changes in accounting policies or from the correction of fundamental errors. This does not include normal recurring corrections or adjustments of accounting estimates made in prior years.

**PROJECTED UNIT METHOD** - An accrued benefits valuation method in which the pension scheme liabilities make allowance for projected earnings. The accrued benefits are the benefits for service up to a given point in time, whether vested rights or not.

**PROVISION** - An amount put aside in the accounts for future liabilities or losses which are certain or very likely to occur, but the amounts or dates of when they will arise are uncertain.

**PUBLIC WORKS LOAN BOARD (PWLB)** - A Central Government Agency, which provides loans for one year and above to authorities at interest rates only slightly higher than those at which the government itself can borrow.

**RATEABLE VALUE** - The annual assumed rental value of a property, which is used for NDR purposes.

**RELATED PARTIES** - Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operating decisions.

**RELATED PARTY TRANSACTIONS** - The Code of Practice on Local Authority Accounting requires the disclosure of any material transactions between the Authority and related parties to ensure that stakeholders are aware when these transactions occur and the amount and implications of such.

**REMUNERATION** - All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash.

**RESERVES** - The accumulation of surpluses, deficits and appropriations over past years. Reserves of a revenue nature are available and can be spent or earmarked at the discretion of the Council. Some capital reserves such as the Revaluation Reserve cannot be used to meet current expenditure.

**RESIDUAL VALUE** - The net realisable value of an asset at the end of its useful life.

**RETIREMENT BENEFITS** - All forms of consideration given by an employer in exchange for services rendered by employees that are payable after the completion of employment.

**REVENUE EXPENDITURE** - The day-to-day expenses of providing services.

**REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE (REFCUS)** - Expenditure which can be classified as capital for funding purposes when it does not result in the expenditure being carried on the Balance Sheet as a non-current asset. This is to enable it to be funded from capital resources. Examples of REFCUS are grants of a capital nature to voluntary organisations.

**REVENUE SUPPORT GRANT** - A grant paid by Central Government to authorities, contributing towards the general cost of their services.

**SERVICE CONCESSION ARRANGEMENT** - A service concession agreement generally involves the grantor (usually a public sector body) conveying to the operator (usually a private sector entity), for the period of the concession, the right to provide services that give the public access to major economic & social facilities.

**SOFT LOAN** - A loan made interest free or at a rate less than the market rate, usually for policy reasons. Such loans are often made to individuals or organisations that the Council considers benefits the local population.

**TEMPORARY BORROWING** - Money borrowed for a period of less than one year.

**TRUST FUNDS** - Funds administered by the Authority for such purposes as prizes, charities, specific projects, and on behalf of minors.

**USEFUL ECONOMIC LIFE (UEL)** - The period over which the Council will derive benefits from the use of a non current asset.

**WORK IN PROGRESS** - The cost of work performed on an incomplete project at the balance sheet date, which should be accounted for.

<b>Report To:</b>	Corporate Governance Committee
<b>Date of Meeting:</b>	10 July 2019
<b>Lead Member / Officer:</b>	Cllr Julian Thompson-Hill
<b>Report Author:</b>	Steve Gadd, Chief Accountant
<b>Title:</b>	<b>1. Annual Treasury Management (TM) Report 2018/19 (Appendix 1)</b> <b>2. TM Update Report 2019/20 (Appendix 2)</b>

## **1 What is the report about?**

- 1.1 The Annual TM Report 2018/19 (Appendix 1) is about the Council's investment and borrowing activity during 2018/19. It also provides details of the economic climate during that time and shows how the Council complied with its Prudential Indicators. The TM Update Report (Appendix 2) provides details of the Council's TM activities during 2019/20 to date.
- 1.2 The term 'treasury management' includes the management of the council's borrowing, investments and cash flow. Approximately £0.5bn passes through the council's bank accounts every year. The council's outstanding borrowing at 31 March 2019 was £228.14m at an average rate of 4.21% and the council held £9.7m in investments at an average rate of 0.55%.

## **2 What is the reason for making this report?**

- 2.1 It was agreed by Council on 27 October 2009 that the governance of TM be subjected to scrutiny by the Corporate Governance Committee. Part of this role is to receive an update on the TM activities twice a year and to review the enclosed Annual TM Report for 2018/19.
- 2.2 **Role of Corporate Governance Committee**
  - 2.2.1 The TM team will provide reports to the Corporate Governance Committee in accordance with the timetable below:

<b>Committee</b>	<b>Date</b>	<b>Report Title</b>	<b>Report Content</b>
Corporate Governance	January	TM Update	- External environment - Risks - Activity - Controls - Future Activity
Corporate Governance	January	TM Strategy	- Policy - Strategy - Prudential Indicators
Council	February	TM Strategy	As above
Corporate Governance	July	TM Update	As TM Update above
Corporate Governance	July	TM Review	- Review of TM activities during the preceding year - Performance of TM function
Cabinet	September	TM Review	As above

2.2.2 TM is a complex area which takes time to understand fully and regular updates are provided. It was deemed therefore that the Corporate Governance Committee was more appropriate than Council to receive these updates so that the required amount of time and commitment could be devoted to this area.

2.2.3 The Committee is required to have a certain level of understanding in this area and this is achieved through regular updates. The Council's treasury advisers, Arlingclose Ltd, will also be providing a training session for members shortly to cover these areas in greater depth.

2.2.4 The role of the Committee includes the following:

- To understand the Prudential Indicators
- To understand the impact of borrowing on the revenue position
- To understand the wider drivers impacting on the Council's TM activities
- To ensure that the Council always acts in a prudent manner in relation to its TM activities

### **3 What are the Recommendations?**

3.1 That members note the performance of the Council's Treasury Management function during 2018/19 and its compliance with the required Prudential Indicators as reported in the Annual TM Report 2018/19 (Appendix 1).

3.2 That members note the TM update report (Appendix 2) for performance to date in 2019/20.

3.3 That the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration.

## **4 Report details**

4.1 The purpose of the Annual TM Report (Appendix 1) is to:

- present details of capital financing, borrowing, debt rescheduling and investment transactions in 2018/19;
- report on the risk implications of treasury decisions and transactions;
- confirm compliance with treasury limits and Prudential Indicators.

4.3 The TM update report (Appendix 2) provides details of the following:

- External economic environment
- Risks
- Activity
- Controls
- Future Activity

## **5 How does the decision contribute to the Corporate Priorities?**

5.1 Good investment and borrowing decisions allow additional resources to be directed to other Council services.

## **6 What will it cost and how will it affect other services?**

6.1 Not applicable.

## **7 What are the main conclusions of the Wellbeing Impact Assessment?**

7.1 Financial planning and decision making should ensure that proper regard is given to the requirements of the Wellbeing of Future Generations Act and in particular, proper consideration of the long term impact of financial decisions, including the payback period and whole life costs of capital investment decisions, properly impact assessed budget proposals and long term debt and investment (treasury management) strategies. The principles of prudence, affordability and sustainability are already enshrined within the requirements of the Prudential Code and should underpin financial planning and decision making.

7.2 In the context of treasury management, the existing requirements to assess and report on the long term financial consequences of investment and borrowing decisions using prudential indicators and long-term debt planning support the sustainability goals of the Wellbeing Act.

7.3 The Wellbeing Impact Assessment report is included in Appendix 3 which shows how an efficient Treasury Management strategy promotes the wellbeing goals of the Act.

## **8 What consultations have been carried out with Scrutiny and others?**

8.1 The Council has consulted with its treasury advisers, Arlingclose Ltd.

## **9 Chief Finance Officer Statement**

- 9.1 TM involves looking after significant sums of cash so it is a vital part of the Council's work. It requires a sound strategy and appropriate controls to safeguard the Council's money, to ensure that debt is effectively and prudently managed and reasonable returns on investments are achieved.
- 9.2 CIPFA published its new 2017 edition of the Code of Practice on TM at the end of 2017. It is a requirement of that Code for this committee to receive an update on the TM activities twice a year and to review an Annual TM Report.
- 9.3 The Council has ongoing commitments to the Corporate Plan approved in 2012. While the plan was expected to run for 5 years, some of the projects will finish in 2020/21 and it is expected that the Council will need to borrow to fund this investment.
- 9.4 The Council approved the new Corporate Plan for 2017 to 2022 in October 2017. Any new proposals have been considered in the TM strategy because it is vital that the Council has a robust and effective TM function underpinning this investment and all other activities.

## **10 What risks are there and is there anything we can do to reduce them?**

- 10.1 Treasury Management is inherently risky but the Council is monitoring and controlling these risks as outlined in the main report. However, it is impossible to eliminate these risks completely. The council's treasury management strategy and procedures are audited annually and the latest internal audit review was positive with no significant issues raised.

## **11 Power to make the Decision**

- 11.1 The Local Authorities (Capital Finance and Accounting) (Wales) Regulations require local authorities to have regard to the Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management which determines the requirement for the Council to prepare regular TM updates and an annual report on treasury activities for the previous financial year.



# Appendix 1

## DENBIGHSHIRE COUNTY COUNCIL

### ***ANNUAL TREASURY MANAGEMENT REPORT 2018/19***

**Steve Gadd**  
Chief Accountant

## CONTENTS

Section	Title
1	Background
2	Economic Background
3	Borrowing Activity
4	Investment Activity
5	Compliance with Prudential Indicators
6	Money Laundering Update
	Annex A - PWLB borrowing rates and UK Money Market rates
	Annex B – Compliance with Prudential Indicators 2018/19
	Annex C – Glossary

## **1. Background**

- 1.1 The Council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the Code"), which requires local authorities to produce Prudential Indicators annually and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year. Reports are presented twice a year to the Corporate Governance Committee which is the committee with responsibility for the scrutiny of the Council's treasury policy, strategy and activity, as well as the annual report made to cabinet and the report to full council for approval of the annual treasury strategy.
- 1.2 Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.3 The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

## **2. Economic Background**

- 2.1 UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.
- 2.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

### 3. Borrowing Activity

3.1 The table below shows the level of the Council's borrowing from the Public Works Loan Board (PWLB) at the start and the end of the year.

	Balance at 01/04/2018 £000	Maturing loans £000	Premature repayments £000	New Borrowing £000	Balance at 31/03/2019 £000
Fixed rate loans – Public Works Loan Board (PWLB)	180,192	5,057	0	35,000	210,135
<b>Total borrowing</b>	<b>180,192</b>	<b>5,057</b>	<b>0</b>	<b>35,000</b>	<b>210,135</b>

3.2 In line with its TM strategy and following advice from its treasury consultants, the Council has locked in a proportion of its debt at very low rates with the Public Works Loan Board (PWLB) to fund the capital programme. Four new loans for £35m were undertaken during 2018/19 over a 15 year period on an Equal Instalment of Principal (EIP) basis.

3.3 The Council has also been accessing temporary borrowing from other local authorities at very low rates to cover short-term cash flow requirements.

3.4 As a result of this borrowing, the average rate on the Council's debt decreased from 4.41% at 1 April 2018 to 4.21% at 31 March 2019.

3.5 Annex A shows how interest rates for borrowing have moved over the course of the year.

### 4. Investment Activity

4.1 The Council held cash balances of £9.7m at the end of 2018/19. These represent the Council's Balances and Reserves (after internal borrowing and working cash balances are accounted for) and also where money has been borrowed before capital expenditure is incurred.

4.2 The Welsh Government's Investment Guidance requires local authorities to focus on security (keeping the money safe) and liquidity (making sure the Council never runs out of cash) as the primary objectives of a prudent investment policy. The Council's aim was to achieve a return on investments in line with these principles. The return is important but is a secondary consideration and the priority is the security of the sums invested.

4.3 The table below shows the level of the Council's investments at the start and the end of the year.

	Balance at 01/04/2018 £000	Investments Raised £000	Investments Repaid £000	Balance at 31/03/2019 £000
<b>Investments</b>	<b>12,600</b>	<b>319,750</b>	<b>322,650</b>	<b>9,700</b>

- 4.4 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2018/19 which defined "high credit quality" organisations as those having a long-term credit rating of A- or higher if domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.

#### **Unsecured Bank Deposits**

- 4.5 Conventional bank deposits have become riskier because of a lower likelihood that the UK and other governments will support failing banks. As the Banking Reform Act 2014 was implemented in the UK from January 2015, banks were no longer able to rely on government bail-outs if they got into difficulty. They would be required instead to bail themselves out by taking a proportion of investors' deposits to build up their capital. This new risk has been termed 'bail-in' risk and is potentially a greater risk to investors than the 'bail-out' risk of the past.
- 4.6 Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council has only held a minimal amount of investments for short-term cash flow purposes and has placed a far greater emphasis on investing with the UK Government's Debt Management Office and other local authorities in order to minimise these risks.

#### **Credit Risk Management**

- 4.7 Counterparty credit quality was assessed and monitored with reference to the following:
- credit ratings (minimum long-term counterparty rating of A- across rating agencies Fitch / S&P / Moody's);
  - analysis of funding structure and susceptibility to bail-in;
  - credit default swap prices;
  - financial statements;
  - information on potential government support;
  - share prices.

#### **Liquidity Management**

- 4.8 In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of overnight deposits and instant access call accounts. The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed.

## **Yield**

- 4.9 The Council sought to achieve the best return balanced against its objectives of security and liquidity. The UK Bank Rate was increased from 0.50% to 0.75% on 2 August 2018. Short term money market rates also remained at very low levels which had a significant impact on investment income.
- 4.10 All investments made during the year complied with the Council's agreed Treasury Management Strategy, Prudential Indicators, Treasury Management Practices and prescribed limits. Maturing investments were repaid to the Council in full and in a timely manner.

## **5. Compliance with Prudential Indicators**

- 5.1 The Council can confirm that it has complied with its Prudential Indicators for 2018/19, which were set in February 2018 as part of the Council's Treasury Management Strategy Statement. Details can be found in Annex B.
- 5.2 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2018/19. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

## **6. Money Laundering Update**

- 6.1 The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it has a Money Laundering Policy and maintains procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that relevant staff are properly trained. This policy is due to be reviewed and updated in view of new regulations.
- 6.2 The Section 151 Officer has been appointed as the Money Laundering Reporting Officer. There haven't been any cases of money laundering reported since the start of Denbighshire to date and the risk to the Council is considered to be minimal.

**Interest Rates 2018/19**

Public Works Loan Board (PWLB) borrowing rates and UK Money Market rates during the year were:

Example PWLB Borrowing rates (The rate at which the Council could borrow money from the Government)

<b>Start Date</b>	<b>Length of Loan</b>		
	<b>1yr %</b>	<b>19½-20 yrs %</b>	<b>49½-50 yrs %</b>
03-Apr-18	1.68	2.73	2.47
28-Sep-18	1.75	2.91	2.76
29-Mar-19	1.68	2.55	2.43

Example Bank Rate, Money Market rates (The rate at which the Council could invest with banks)

<b>Date</b>	<b>Bank Rate %</b>	<b>7-day Investment Rates %</b>	<b>1-month Investment Rates %</b>	<b>6-month Investment Rates %</b>
03-Apr-18	0.50	0.36	0.39	0.72
28-Sep-18	0.75	0.59	0.60	0.78
29-Mar-19	0.75	0.57	0.61	0.83

## Compliance with Prudential Indicators 2017/18

### 1 Estimated and Actual Capital Expenditure

- 1.1 This indicator is set to ensure that the level of proposed investment in capital assets remains within sustainable limits and, in particular, to consider the impact on the Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	2018/19 Estimated February 2018 £000	2018/19 Revised February 2019 £000	2018/19 Outturn March 2019 £000
Non-HRA	51,137	54,269	53,316
HRA	10,233	11,579	8,632
<b>Total</b>	<b>61,370</b>	<b>65,848</b>	<b>61,948</b>

- NB The figures for the February estimate were produced early in January but due to the nature of capital expenditure, some of the major schemes have slipped and this expenditure will now be incurred in 2019/20.

### 2 Estimated and Actual Ratio of Financing Costs to Net Revenue Stream

- 2.1 This is an indicator of affordability and demonstrates the revenue implications of capital investment decisions by highlighting the proportion of the revenue budget required to meet the borrowing costs associated with capital spending. The financing costs include existing and proposed capital commitments.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Estimated February 2018 £000	2018/19 Revised February 2019 £000	2018/19 Outturn March 2019 £000
Financing Costs	11,005	11,361	11,427
Net Revenue Stream	194,418	194,418	194,418
<b>Non-HRA Ratio</b>	<b>5.66%</b>	<b>5.84%</b>	<b>5.88%</b>
Financing Costs	6,757	6,473	5,936
Net Revenue Stream	15,535	15,739	15,739
<b>HRA Ratio</b>	<b>43.50%</b>	<b>41.13%</b>	<b>37.72%</b>

### 3 Capital Financing Requirement

- 3.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council ensures that net external borrowing does not, except in the short term, exceed the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years. Performance during 2018/19 is demonstrated in the following table:



<b>Capital Financing Requirement</b>	<b>2018/19 Estimated February 2018 £000</b>	<b>2018/19 Revised February 2019 £000</b>	<b>2018/19 Outturn March 2019 £000</b>
Non-HRA	208,906	201,640	204,310
HRA	74,271	73,593	69,589
<b>Total</b>	<b>283,177</b>	<b>275,233</b>	<b>273,899</b>
<b>Borrowing</b>	<b>220,802</b>	<b>223,135</b>	<b>228,135</b>

NB The outturn figures are taken from the pre-audited Statement of Accounts 2018/19 so they may be subject to change.

#### 4 **Authorised Limit and Operational Boundary for External Debt**

##### **Summary Table:**

<b>2018/19</b>	<b>31/03/2019 £000</b>
<b>External Borrowing</b>	228,135
<b>Internal Borrowing</b>	45,764
<b>Operational Boundary</b>	245,000
<b>Authorised Limit</b>	250,000

- 4.1 **Operational Boundary:** This limit is set to reflect the Council's best view of the most likely prudent (i.e. not worst case) levels of borrowing activity.
- 4.2 **Authorised Limit:** This is the maximum amount of external debt that can be outstanding at one time during the financial year. The limit, which is expressed gross of investments, is consistent with the Council's existing commitments, proposals for capital expenditure and financing and with its approved treasury policy and strategy and also provides headroom over and above for unusual cash movements.
- 4.3 The levels of debt are measured on an ongoing basis during the year for compliance with the Authorised Limit and the Operational Boundary. The Council maintained its total external borrowing and other long-term liabilities within both limits; at its peak this figure was £228.1m. In addition to external borrowing, the Council uses its own reserves and balances to fund capital expenditure and this is known as internal borrowing as shown in the table above.

## 5 Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- 5.1 These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The exposures are calculated on a net basis i.e. fixed rate debt net of fixed rate investments. The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on the portfolio of investments.

	<b>2018/19 Estimated %</b>	<b>2018/19 Actual Peak Exposure %</b>
<b>Upper Limit for Fixed Rate Exposure</b>	100	100
<b>Upper Limit for Variable Rate Exposure</b>	40	0

## 6 Maturity Structure of Fixed Rate borrowing

- 6.1 This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.
- 6.2 It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.

<b>Maturity structure of fixed rate borrowing</b>	<b>Upper limit %</b>	<b>Lower limit %</b>	<b>Actual Borrowing as at 31/03/2019 £000</b>	<b>Percentage of total as at 31/03/2019 %</b>
under 12 months	30	0	24,705	10.83
12 months and within 24 months	30	0	5,924	2.60
24 months and within 5 years	30	0	18,867	8.27
5 years and within 10 years	30	0	23,557	10.32
10 years and above	100	50	155,082	67.98
<b>Total</b>			<b>228,135</b>	<b>100.00</b>

## **7 Total principal sums invested for periods longer than 364 days**

- 7.1 This indicator is set in order to allow the Council to manage the risk inherent in investments longer than 364 days. For 2018/19 this limit was set at £10m. The Council did not have any investments which exceeded 364 days during 2018/19 because the policy was to limit investments to a shorter period than 1 year.

## **8 Adoption of the CIPFA Treasury Management Code**

- 8.1 The Council confirms its adoption of the CIPFA Code of Treasury Management at its Council meeting on 26 March 2002. The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

**GLOSSARY - Useful guide to Treasury Management Terms and Acronyms**

<b>BANK OF ENGLAND</b>	UK's Central Bank
<b>BANK RATE</b>	Bank of England Interest Rate (also known as Base Rate)
<b>CPI</b>	Consumer Price Index – a measure of the increase in prices
<b>RPI</b>	Retail Price Index – a measure of the increase in prices
<b>DMO</b>	Debt Management Office – issuer of gilts on behalf of HM Treasury
<b>FSA</b>	Financial Services Authority - the UK financial watchdog
<b>GDP</b>	Gross Domestic Product – a measure of financial output of the UK
<b>LIBID</b>	London Interbank Bid Rate - International rate that banks lend to other banks
<b>LIBOR</b>	London Interbank Offer Rate – International rate that banks borrow from other banks (the most widely used benchmark or reference for short term interest rates)
<b>PWLB</b>	Public Works Loan Board – a Government department that lends money to Public Sector Organisations
<b>MPC</b>	Monetary Policy Committee - the committee of the Bank of England that sets the Bank Rate
<b>LONG TERM RATES</b>	More than 12 months duration
<b>SHORT TERM RATES</b>	Less than 12 months duration
<b>BOND (GENERAL)</b>	An investment in which an investor loans money to a public or private company that borrows the funds for a defined period of time at a fixed interest rate
<b>GOVERNMENT BOND</b>	A type of bond issued by a national government generally with a promise to pay periodic interest payments and to repay the face value on the maturity date
<b>CORPORATE BOND</b>	A type of bond issued by a corporation to raise money in order to expand its business

**COVERED BOND**

A corporate bond issued by a financial institution but with an extra layer of protection for investors whereby the investor has recourse to a pool of assets that secures or "covers" the bond if the financial institution becomes insolvent

**GILT**

A bond that is issued by the British government which is classed as a low risk investment as the capital investment is guaranteed by the government

**REPO**

A repurchase agreement involving the selling of a security (usually bonds or gilts) with the agreement to buy it back at a higher price at a specific future date  
For the party selling the security (and agreeing to repurchase it in the future) it is a REPO  
For the party on the other end of the transaction e.g. the local authority (buying the security and agreeing to sell in the future) it is a reverse REPO

**FTSE 100**

Financial Times Stock Exchange 100 - An index composed of the 100 largest companies listed on the London Stock Exchange which provides a good indication of the performance of major UK companies

This page is intentionally left blank

### Treasury Management (TM) Update Report

#### 1 Changes in the external environment

##### Economic Outlook

- 1.1 The political backdrop to the UK remains uncertain as the Brexit negotiations continue ahead of Britain's planned withdrawal from the EU. In view of this uncertainty, the Council will continue to take a cautious approach in relation to its investments.

#### 2 Investment Strategy

- 2.1 Conventional bank deposits have become riskier because of a lower likelihood that the UK and other governments will support failing banks. As the Banking Reform Act 2014 was implemented in the UK from January 2015, banks were no longer able to rely on government bail-outs if they got into difficulty. They would be required instead to bail themselves out by taking a proportion of investors' deposits to build up their capital. This new risk has been termed 'bail-in' risk and is potentially a greater risk to investors than the 'bail-out' risk of the past.
- 2.2 Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council has only held a minimal amount of investments for short-term cash flow purposes and has placed a far greater emphasis on investing with the UK Government's Debt Management Office and other local authorities in order to minimise these risks.

#### 3 Borrowing Strategy

- 3.1 In line with its TM strategy and following advice from its treasury consultants, the Council has locked in a proportion of its debt at very low rates with the Public Works Loan Board (PWLB) to fund the capital programme. A new loan for £10m was undertaken in May 2019 over a 15 year period on an Equal Instalment of Principal (EIP) basis at a rate of 1.73%.
- 3.2 The Council has continued to undertake temporary borrowing from other local authorities as required to cover short-term cash flow requirements as this is a good source of readily available cash at historically low rates.
- 3.3 At the same time, the Council will also continue to monitor its cash position and interest rate levels to ensure that further long term borrowing is undertaken from the PWLB at the optimal time to fund on-going Capital commitments.

## **4 Controls**

### **Prudential Indicators**

- 4.1 The Council sets prudential indicators which set boundaries within which its treasury management activity operates. The indicators are calculated to demonstrate that the Council's borrowing is affordable and include measures that show the impact of capital and borrowing decisions over the medium term. The Council has remained within all of its borrowing and investment limits for 2019/20 agreed by Council in February 2019. The Council has not deviated from the Capital related indicators either.
- 4.2 From 2019/20, the Capital related Prudential Indicators have been excluded from the Treasury Management Strategy Statement (TMSS) and included in the Capital Strategy Report which is a new report introduced by the 2017 edition of the Prudential Code. It is intended to give a high level, concise and comprehensible overview to all elected members of how capital expenditure, capital financing and treasury management activity contribute to the provision of the Council's services.
- 4.3 The Capital Strategy Report was included with the Capital Plan report to Council in February 2019 and included the following Capital related Prudential Indicators:

Estimates of Capital Expenditure and Financing  
Ratio of Financing Costs to Net Revenue Stream  
Capital Financing Requirement  
Authorised Limit and Operational Boundary for External Debt

### **4.4 Audit Reviews**

Following a positive internal audit review in November 2017, another audit review was undertaken in February 2019, the results of which are awaited.

## **5 Future**

### **5.1 TM Strategy for next six months**

As the Corporate Plan is progressing, the Council will continue to review its cash position to ensure that borrowing is undertaken if required. The Council will also monitor market conditions and interest rate levels to ensure that external borrowing is undertaken at the optimal time in line with the TM strategy.



## 5.2 **Reports**

This report will be submitted to Cabinet in September following a review by the Corporate Governance Committee. The next reports to the Corporate Governance Committee will be the Treasury Management Strategy Statement and Prudential Indicators 2020/21 and the TM Update Report 2019/20 in January.

This page is intentionally left blank

# Annual Treasury Management Report 2018/19

## Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	148
Brief description:	A review of the Treasury Management activities for 2018/19
Date Completed:	04/06/2019 16:24:16 Version: 12
Completed by:	Rhys Ifor Jones
Responsible Service:	Finance
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	Proposals have little or no direct impact on the vast majority of residents as the strategy involves managing the Council's investments and borrowing.
Was this impact assessment completed as a group?	No

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

## Score for the sustainability of the approach

★ ★ ★ ★ ( 3 out of 4 stars ) Actual score : 20 / 30.

## Implications of the score

An efficient Treasury Management strategy ensures that the Council is maximising the use of its resources in order to guarantee the sustainability of the approach in the long term.

## Summary of impact

Well-being Goals

- A prosperous Denbighshire
- A resilient Denbighshire
- A healthier Denbighshire
- A more equal Denbighshire
- A Denbighshire of cohesive communities
- A Denbighshire of vibrant culture and thriving Welsh language
- A globally responsible Denbighshire

- Positive
- Positive
- Neutral
- Neutral
- Neutral
- Neutral
- Neutral



## Main conclusions

An effective Treasury Management strategy ensures that the Council's investment and borrowing decisions will contribute towards the goal of maximising income and minimising costs which supports efficient service delivery.

## Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may be affected by the proposal
- We have engaged with people who will be affected by the proposal

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

<b>Overall Impact</b>	Positive
<b>Justification for impact</b>	An effective Treasury Management strategy ensures that the Council's investment and borrowing decisions will contribute towards the goal of maximising income and minimising costs which supports efficient service delivery.
<b>Further actions required</b>	Sound financial planning and efficient long term treasury management strategies ensure that the positive impact of this report on the County's prosperity is maximised.

### Positive impacts identified:

<b>A low carbon society</b>	
<b>Quality communications, infrastructure and transport</b>	Financial planning and decision making ensures that proper consideration of the long term impact of financial decisions is given, including the payback period and whole life costs of capital investment decisions, properly impact assessed budget proposals and long term debt and investment (treasury management) strategies.
<b>Economic development</b>	The Treasury Management strategy and Prudential Indicators ensure that the Council's cash is safeguarded as much as possible by making investments in banks recommended in the annual strategy statement.
<b>Quality skills for the long term</b>	The strategy ensures that the Council's borrowing is monitored and is within set limits and is affordable. It identifies current financing requirements for the Capital Plan and estimates the proposed capital requirements for the next three financial years.
<b>Quality jobs for the long term</b>	Sound investment and borrowing decisions relating to the Council's cash will maximise the Council's income within the guidelines set in the Treasury Management strategy.
<b>Childcare</b>	The Prudential Indicators are a statutory requirement which demonstrate the affordability of our plans and contribute towards the overall financial wellbeing of Denbighshire.

### Negative impacts identified:

<b>A low carbon society</b>	
<b>Quality communications, infrastructure and transport</b>	
<b>Economic development</b>	
<b>Quality skills for the long term</b>	
<b>Quality jobs for the long term</b>	
<b>Childcare</b>	

## A resilient Denbighshire

<b>Overall Impact</b>	Positive
<b>Justification for impact</b>	A sound Treasury Management strategy ensures that the Council's cash is secure and new borrowing is affordable. It also enables the Council to react quickly to market volatility by continual monitoring of the financial institutions throughout the year.
<b>Further actions required</b>	Good investment decisions will help the Council to develop more efficient working practices which will use less resources which will help to maximise the positive impact of this report on the County's resilience.

### Positive impacts identified:

<b>Biodiversity and the natural environment</b>	
<b>Biodiversity in the built environment</b>	
<b>Reducing waste, reusing and recycling</b>	Good investment decisions will help the Council to develop more efficient working practices which will use less resources.
<b>Reduced energy/fuel consumption</b>	The strategy is set at the start of the financial year but it is monitored carefully throughout the year to ensure that the Council reacts quickly to any market volatility and the impact on the banking institutions.
<b>People's awareness of the environment and biodiversity</b>	
<b>Flood risk management</b>	

### Negative impacts identified:

<b>Biodiversity and the natural environment</b>	
<b>Biodiversity in the built environment</b>	
<b>Reducing waste, reusing and recycling</b>	
<b>Reduced energy/fuel consumption</b>	
<b>People's awareness of the environment and biodiversity</b>	
<b>Flood risk management</b>	

## A healthier Denbighshire

<b>Overall Impact</b>	Neutral
-----------------------	---------

<b>Justification for impact</b>	Proposals have little or no direct impact on the vast majority of residents as the strategy involves managing the Council's investments and borrowing.
<b>Further actions required</b>	The impact of this report is neutral in this particular area so this is not applicable.

**Positive impacts identified:**

<b>A social and physical environment that encourage and support health and well-being</b>	
<b>Access to good quality, healthy food</b>	
<b>People's emotional and mental well-being</b>	
<b>Access to healthcare</b>	
<b>Participation in leisure opportunities</b>	The strategy contributes to the overall financial health of Denbighshire and therefore supports the delivery of the annual budget.

**Negative impacts identified:**

<b>A social and physical environment that encourage and support health and well-being</b>	
<b>Access to good quality, healthy food</b>	
<b>People's emotional and mental well-being</b>	
<b>Access to healthcare</b>	
<b>Participation in leisure opportunities</b>	

**A more equal Denbighshire**

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	A good treasury management strategy contributes to the overall financial resilience of the Council and supports the on-going work of the Authority without impacting on residents.
<b>Further actions required</b>	The impact of this report is neutral in this particular area so this is not applicable.

**Positive impacts identified:**

<b>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</b>	
<b>People who suffer discrimination or disadvantage</b>	
<b>Areas with poor economic, health or educational outcomes</b>	
<b>People in poverty</b>	An efficient treasury management strategy contributes to the financial resilience of the Council and supports service delivery.

**Negative impacts identified:**

<b>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</b>	
<b>People who suffer discrimination or disadvantage</b>	
<b>Areas with poor economic, health or educational outcomes</b>	
<b>People in poverty</b>	



<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	A good treasury management strategy contributes to the overall financial resilience of the Council and supports the on-going work of the Authority without impacting on residents.
<b>Further actions required</b>	The impact of this report is neutral in this particular area so this is not applicable.

**Positive impacts identified:**

<b>Safe communities and individuals</b>	
<b>Community participation and resilience</b>	
<b>The attractiveness of the area</b>	
<b>Connected communities</b>	
<b>Rural resilience</b>	

**Negative impacts identified:**

<b>Safe communities and individuals</b>	
<b>Community participation and resilience</b>	
<b>The attractiveness of the area</b>	
<b>Connected communities</b>	
<b>Rural resilience</b>	

## A Denbighshire of vibrant culture and thriving Welsh language

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	A good treasury management strategy contributes to the overall financial resilience of the Council and supports the on-going work of the Authority. It has no direct impact on the language and the culture because any treasury management decisions are based on the treasury strategy and advice from financial consultants.
<b>Further actions required</b>	The impact of this report is neutral in this particular area so this is not applicable.

**Positive impacts identified:**

<b>People using Welsh</b>	
<b>Promoting the Welsh language</b>	Page 161

<b>Culture and heritage</b>	
-----------------------------	--

**Negative impacts identified:**

<b>People using Welsh</b>	
<b>Promoting the Welsh language</b>	
<b>Culture and heritage</b>	

**A globally responsible Denbighshire**

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	A good treasury management strategy contributes to the overall financial resilience of the Council and supports the on-going work of the Authority. It has no direct impact on the local area.
<b>Further actions required</b>	The impact of this report is neutral in this particular area so this is not applicable.

**Positive impacts identified:**

<b>Local, national, international supply chains</b>	
<b>Human rights</b>	All investments are undertaken from national institutions in line with the strategy and financial advice. The strategy determines the institutions with the minimum credit rating which the Authority is permitted to invest with.
<b>Broader service provision in the local area or the region</b>	All borrowing is undertaken from central Government as detailed in the strategy and in line with other local authorities.

**Negative impacts identified:**

<b>Local, national, international supply chains</b>	
<b>Human rights</b>	
<b>Broader service provision in the local area or the region</b>	

Report To: Corporate Governance Committee

Date of Meeting: 10<sup>th</sup> July 2109

Lead Member / Officer: Cllr Richard Mainon, Lead Member for Community Infrastructure  
Alan Smith, Head of Business Improvement & Modernisation

Report Author: Alan Smith, Senior Information Risk Owner (SIRO)

Title: **SIRO report for 2018/19**

---

## 1. What is the report about?

The report covers the period **April 2018 to March 2019** and details breaches of the data protection act by the Council that have been subject to investigation by the Senior Information Risk Officer (SIRO – in DCC this is the Head of Business Improvement & Modernisation). It also covers complaints about the Council relating to Freedom of Information legislation that have been referred to the Office of the Information Commissioner (ICO), and provides some information about the Access to Information/FOI requests made to the Council.

## 2. What is the reason for making this report?

The Council's Data Protection Policy requires an annual report on progress to the Corporate Governance Committee to allow Member oversight of the process.

## 3. What are the Recommendations?

3.1. That the contents of the report are noted by the Committee.

## 4. Report details

Alongside the Data Protection Officer, the Senior Information Risk Owner (SIRO) has an explicit responsibility to ensure that information held by the Council is managed safely, effectively and in accordance with the legislation. The systems designed to ensure that these roles are carried out successfully depend on transparency and openness, so it is especially important that Members have oversight of the process.

### 4.1 Data Protection Breaches

I am pleased to report that there have been **no significant breaches of the Data Protection act by the Council during the 2018/19 year**. There have been 12 minor breaches during 2018/19. These included:

- Letters sent to wrong address
- Emails sent to wrong recipients
- Lost paperwork

All were investigated, but none were considered serious enough to report to the Information Commissioner’s Office.

#### 4.2 General Data Protection Regulations (GDPR)

The new Data Protection Regulations came into force on 25<sup>th</sup> May 2018. The new regulations provide a framework with greater scope and much tougher punishments for those who fail to comply with new rules around the storage and handling of personal data.

Work to ensure that DCC systems are compliant is almost entirely complete now; the exception is the review of contracts to ensure they meet GDPR requirements. A comprehensive contract register has been established and all new contracts are compliant. A programme of work on the assessment and modification of the remaining contracts is continuing, organised on a priority basis.

#### 4.3 Freedom of Information (FOI), Environmental Information Regulation (EIR) and Subject Access (SAR) requests.

There has been a total of 1,500 requests during the 12 months to 31<sup>st</sup> March 2019. Both FOI request and EIR requests have increased this year. As a consequence, the Service has redeployed an existing resource to increase our capacity in this area.

	<b>FOI</b>	<b>EIR</b>	<b>total</b>	<b>DP/SAR</b>	<b>Further total</b>
14/15	880	127	1007	131	1138
15/16	871	183	1054	182	1236
16/17	955	128	1083	248	1331
17/18	<b>1042</b>	<b>85</b>	<b>1127</b>	<b>240</b>	<b>1367</b>
18/19	1175	94	1269	231	1500

**Table 1: Number of completed requests for 2014/15 to 2018/19**

## Main applicant categories

The FOI and EIR requests are concentrated on some areas more than others and as before, are predominantly business related or from individuals. The most frequent requesters over the last 12 months are set out in the table below.

<b>Applicant Type</b>	<b>Number</b>
Academic	21
AM/MP	43
Business	193
Charity/Lobby Group	89
Corporate	1
Councillor	9
Individual	605
Other LA	22
Media	258
NHS	3
Other	4
Solicitor	10
Union	11

**Table 2: Top Enquirers over the last 12 months**

In some cases, decisions regarding access to information were challenged by the requestor and an internal review was undertaken. There were 13 of these over the last 12 months. NB any expression of dissatisfaction from a requester is treated as a request for an internal review.

Some internal reviews, and other complex or sensitive cases, were referred to the Access to Information Panel, chaired by the Head of Legal, HR and Democratic Services. The Panel met 5 times during the year and reviewed 11 cases. Appendix 2 is a list of these, along with the outcome of each review.

No complaints about the Council under the FOI Act were investigated by the Information Commissioner's Office during 2017/18.

- 5. How does the decision contribute to the Corporate Priorities?**  
This report supports the Council's objective to modernise, but is not directly linked to a corporate priority.
- 6. What will it cost and how will it affect other services?**  
*The report is for information only*
- 7. What are the main conclusions of the Well-being Impact Assessment?**  
*A WBIA is not required*
- 8. What consultations have been carried out with Scrutiny and others?**  
*n/a*
- 9. Chief Finance Officer Statement**  
*Not required*
- 10. What risks are there and is there anything we can do to reduce them?**  
*Although this report is for information only, there would be a risk to the Council if proper information management and data protection systems are not maintained. Committee oversight is an important element of ensuring that our systems are effective.*
- 11. Power to make the Decision**  
*No decision is required*

Appendix 2 – Panel Meetings 2017/18

Date	Issue	Case Ref	Exemption claimed	Stage of request	Outcome
17/04/2018	Lengthy request -Kingdom Services	3572	S12 (over 18 hours)	First response	S12 with advice to requester
17/04/2018	Lengthy internal review - Kingdom Services	Multiple	S14 (Vexatiousness) or whether to respond in full	Internal review	S1 Information not held and request not valid under FOI
18/09/2018	Internal review - not held	4046/3935	S1. (not technically an exemption)Information not held	Internal review	S1 Information not held - complaint partly upheld
03/10/2018	PROW data - accuracy and format	4058	S1. (not technically an exemption)Information not held	First response	S1 Not held confirmed. Section 22 (intention of future publication) - different suitable format offered for future purposes.
08/11/2019	Disclosure of report and response to several requests. Gypsy Traveller sites.	Multiple and 4415/4264	S12 in the case of 4415/4264	Both first responses and internal reviews	Report disclosed. EIR equivalent of S12 agreed (12 (4) (b) ) for 4415/4264
22/11/2019	Food Hygiene Report when investigation ongoing	4307	S30 (investigations)	First response	S30 agreed but public interest test overrode the exemption
22/11/2018	Commercial Sensitivity contested	4012/4364	S43 (commercial sensitivity)	Internal review	S43 applied to part of the information. Other information disclosed with S40 exemption (personal data)

26/03/2019	Disclosure of internal emails	4765	S36 (effective conduct of public affairs)	First response	S36 confirmed
------------	-------------------------------	------	---	----------------	---------------



Report To: **Corporate Governance Committee**

Date of Meeting: **10<sup>th</sup> July 2019**

Lead Member / Officer: **Alan Smith**

Report Author: **Elaine Smith**

Title: **Service Challenges 2018/19:  
Review of Alternative Service Delivery Models (ASDMs)**

---

## **1. What is the report about?**

- 1.1. To provide information regarding ASDMs in place across the Authority; as reported in the Service Challenge papers produced for each council service respectively, to support the 2018/19 Service Challenge programme.

## **2. What is the reason for making this report?**

- 2.1. In order to address concerns raised by Internal Audit and the Wales Audit Office around the reporting of ASDMs to Corporate Governance, the council's Service Challenge Programme for 2018/19 sought to identify all significant ASDMs that are in place. This report now presents the culmination of that exercise to enable the Corporate Governance Committee to consider the ASDMs that the council is involved with and to ensure they have adequate governance arrangements in place.

## **3. What are the Recommendations?**

- 3.1. That Corporate Governance reviews the information provided regarding ASDMs in place across the council and identifies any further work required to monitor the governance of current and future ASDMs.
- 3.2. Corporate Governance should consider when and to which committee any future reports should be provided (for example, should reports go to Scrutiny with Corporate Governance provided with an overview?).

## **4. Report details**

- 4.1. The council is increasingly utilising Alternative Service Delivery Models (ASDMs) to deliver services that would previously have been delivered directly by the Local Authority. There are benefits and opportunities of working in partnership, but risks can arise and the council must ensure appropriate oversight to maintain sufficient awareness, so it is not exposed to unacceptable risk.

- 4.2. The document 'Framework for Delivering Services Using Alternative Service Providers', produced by Internal Audit in 2015, sets out that ASDMs should provide periodic reports to Corporate Governance Committee.
- 4.3. Reviews by Internal Audit of Citizens Advice Denbighshire and the CCTV Joint Partnership identified that the above periodic reports are not produced. This was highlighted by the Wales Audit Office at Corporate Governance Committee, as a significant weakness, which required to be addressed.
- 4.4. In order to start to address this concern, reports produced to support the Service Challenge programme 2018/19 have aimed to establish which ASDMs are currently in place within the council, using a review template developed in conjunction with the Chief Internal Auditor.
- 4.5. Further detail of ASDM templates completed for the 2018/19 Service Challenge programme is provided in Appendix 1 of this report:
  - **Appendix 1:** Appendix 1 Completed ASDM templates 2018\_19
- 4.6. The Strategic Planning & Performance Team are in the process of developing a new Partnership Governance Framework, which will be structured around how best to implement ASDMs. This guide will help services with the establishment of any alternative provision through collaborative / partnership working, and will be circulated for Member input and approval later in the year.

## **5. How does the decision contribute to the Corporate Priorities?**

- 5.1. Increasingly the council is having to consider ASDM arrangements to deliver sustainable services for its residents. A number of these will be involved either directly or indirectly in delivering or supporting our Corporate Priorities. This report is to help inform the work of the Corporate Governance Committee to strengthen ASDM monitoring arrangements, which should lead to better accountability, clearer understanding about performance, and consequently, it is hoped, improved services for our communities.

## **6. What will it cost and how will it affect other services?**

- 6.1. Not applicable – there is no cost attached to this report.

## **7. What are the main conclusions of the Well-being Impact Assessment?**

- 7.1. The report does not require a decision or proposal for change, so there is no impact.

## **8. What consultations have been carried out with Scrutiny and others?**

- 8.1. Scrutiny representatives are included as panel members for each Service Challenge. The Service Challenge panel have the opportunity to raise any issues of concern with regard to ASDMs at Service Challenge Lines of Inquiry meetings.

**9. Chief Finance Officer Statement**

9.1. There are no significant financial implications arising from the report.

**10. What risks are there and is there anything we can do to reduce them?**

10.1. This proposal reduces the level of risk with regard to ASDMs.

**11. Power to make the Decision**

11.1. Not applicable – there is no decision required with this report.

This page is intentionally left blank

## Appendix 1: Completed Alternative Service Delivery Model (ASDM) Templates

### Contents

1.	Example Template including guidelines for Services .....	2
2.	Summary of ASDM's in place within each Service at time of their respective Service Challenge, 2018/19.....	4
3.	ASDM's by Service .....	13
3.1.	BUSINESS IMPROVEMENT & MODERNISATION .....	13
3.2.	CUSTOMERS, COMMUNICATIONS & MARKETING .....	13
3.3.	PLANNING & PUBLIC PROTECTION .....	13
3.4.	COMMUNITY SUPPORT SERVICES.....	14
3.5.	FACILITIES, ASSETS & HOUSING .....	16
3.6.	EDUCATION AND CHILDREN'S SERVICES .....	29
3.7.	FINANCE SERVICE.....	32
3.8.	LEGAL, HR & DEMOCRATIC SERVICES .....	36
3.9.	HIGHWAYS AND ENVIRONMENTAL SERVICES.....	44
3.9.1.	Waste and Recycling .....	44
3.9.2.	Passenger Transport.....	56
3.9.3.	Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (CRDV AONB).....	60
3.9.4.	Fleet Services .....	63

# 1. Example Template including guidelines for Services

## SERVICE (name) CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

Please complete the template below for all functions within your Service which are delivered by any type of alternative service delivery model

Compliance rating (for each area reviewed)	
<b>R (Red)</b>	Critical concerns
<b>O (Orange)</b>	Major areas to be addressed
<b>Y (Yellow)</b>	Some areas to be addressed
<b>G (Green)</b>	Excellent

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
List functions within the Service	How function is currently delivered e.g. commissioned / collaboration		Description of legal duties if mandatory	Narrative (list)	ROYG	Narrative to describe mechanisms in place.  a) <b>Who commissions the function?</b>  b) <b>How is performance reported?</b>  c) <b>What scrutiny is applied?</b>  d) <b>What is the scrutiny frequency?</b>	Narrative to explain resilience against each of the following criteria  a) <b>Value for money</b>  b) <b>Levels of demand (volume and complexity)</b>  c) <b>Capacity</b>  d) <b>Safety and compliance</b>	a) ROYG  b) ROYG  c) ROYG  d) ROYG

## Guidance notes for completion of ASDM template

It is up to the service to determine what is significant, whether it be the financial value or the criticality of the service (e.g. statutory duty) that it is being delivering on the Council's behalf.

Definitions for a range of ASDMs (with the alternative being any other model that councils may have in place):

- **Outsourced / contracted to an external organisation** – outsourcing the provision of services to an organisation separate from the council, e.g. private sector / not for profit sector.
- **Delivered through an Arm's Length External Organisation (ALEO)** – An ALEO can be set up by a local authority to deliver services on its behalf. While being a separate legal entity, ALEO's governance arrangements enable local authorities to retain some control and oversight in the organisation. This may be through arrangements such as local authority representation on the board or as a shareholder, or through means such as providing assets or funding agreements. ALEOs can be set up as trading companies, trusts or other legal bodies.
- **Partnership / Shared Service Agreements** – Local authorities sharing services and / or working on a partnership basis with other public, private and / or not for profit sector organisations.
- **Joint Venture** – A partnership between two or more organisations to pool together resources with a focus on a particular initiative. Joint ventures tend to be more contractual and formal than other partnership agreements, and often involve the setting up of company structures.
- **Social Enterprise or Community-led Companies** – A service is developed by organisations with an invested interest / objective (often social or environmental). Any profits are usually reinvested in the service.

## 2. Summary of ASDM's in place within each Service at time of their respective Service Challenge, 2018/19

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
<b>Community Support Services</b>	<a href="#">Provision of Day Services</a>	The provision of day services was commissioned following a tender exercise	D	Risk of Business Failure	Y (Contract is newly awarded)
<b>Facilities, Assets and Housing</b>	<a href="#">Housing Register</a>	Hosting and administration of Common Housing register (SARTH) for the council and RSL's is delivered in partnership with Flintshire County Council	M	Council has a duty to maintain a register of housing need. (Housing Act 1996)	G
	<a href="#">Financial &amp; energy advice</a>	Delivery of independent specialist advice service for housing tenants	D	None	G
	<a href="#">Welsh language youth work provision</a>	Joint partnership collaboration between the Youth Service and the Urdd	M	LA has a duty to secure appropriate youth work delivery	G
	<a href="#">Contractors for major construction works</a>	Commissioning of contractors for major constructions works  Client employed technical advisors essential to ensuring quality, value for money and compliance are delivered by external contractors / consultants.	M	Building projects designed in accordance with statutory requirements	G



Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
<b>Facilities, Assets and Housing</b>	<a href="#"><u>Mechanical &amp; engineering consultants, structural engineers, architects, quantity surveyors, Construction Design and Management (CDM)</u></a>	Commissioned on individual project basis	M	Building projects designed in accordance with statutory requirements	<b>G</b>
	<a href="#"><u>Legionella testing</u></a>	Legionella testing of residential properties managed by Denbighshire Housing. Annual order with teams	D	No legal duty to test individual residential properties, however HSE L8 applies social housing under water services	<b>G</b>
	<a href="#"><u>Gas Servicing, repairs and maintenance, water Hygiene, (Housing)</u></a>	Commissioning of services for gas servicing, repairs and maintenance and water hygiene (Denbighshire Housing) from external contractor.	M	Gas Safety (Installation and Use) Regulations 1998.	<b>G</b>
	<a href="#"><u>Service and compliance testing: non-housing</u></a>	Commissioning of services for service and compliance testing (non-Housing)	M	H&SWA – legislation for gas, water hygiene etc.	<b>Y</b>
	<a href="#"><u>Housing grounds maintenance contract</u></a>	Commissioned - Delivery of Housing Grounds Maintenance contract to Housing tenants / residents (currently by a private sector contractor)	M	Council has a duty to maintain Housing green space per the Housing Act 1996	<b>G</b>

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Education and Children's Services	<a href="#">Provision for learners; and provision to ensure that learners attain.</a>	The school improvement function is delegated to the regional school improvement service (GwE) to carry out on its behalf. GwE is hosted by Gwynedd LA.	M	The duty to ensure that the curriculum offer is appropriate and that pupils achieve an appropriate level of attainment is a statutory requirement within the Education Act.	Y
	<a href="#">Adoption services</a>	North Wales Adoption Service was formed approximately five years ago. It is led by the operational management group chaired by Marian Hughes, Head of Service in Gwynedd. It is hosted by Wrexham LA.	M	The Social Services and Wellbeing Act places a duty on local authorities to provide adoption services for children.	Y
Finance Service	<a href="#">Civica – Revenues/ Benefits contract</a>	Contracted service – working in partnership 7 year contract started April 2015	M	To deliver Benefits services and NNDR, council tax collection and sundry debtors.	Y
	<a href="#">Citizens Advice Denbighshire</a>	Consumer and financial advice contract. Current 4 year contract started February 2019	D	Offering DCC residents free independent consumer and financial advice	G
	<a href="#">Gaia- Schools ICT Admin contract</a>	Contracted service - Contract Framework currently being tendered for 4 years starting Sept 2019 – Schools' ICT Networks contract (including Admin and Curriculum)	D	ICT Admin network to all DCC schools	Y

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Legal, HR & Democratic Services	<a href="#">Coroner Service North Wales (East and Central)</a>	Formal Service Level Agreement in place between Conwy, Denbighshire, Flintshire and Wrexham – Denbighshire is Lead Authority	M	Provision of Coroners Service across the 4 LA areas	G
	<a href="#">Welsh Translation Service</a>	A formal collaborative agreement between Denbighshire and Conwy CBC	M	Compliance with the Council's Welsh Language Standards	G
	<a href="#">Employee Assistance Programme</a>	The service is in the process of implementing an Employee Assistance Programme to replace its counselling service. The chosen provider is CareFirst which is part of the NPS Framework for Occupational Health.	D	There is a legal duty under the Health and Safety at Work Act 1974 to look after the health and wellbeing of our employees.	G
	<a href="#">Occupational Health Physician</a>	OH Physician Provision is being delivered on an as and when required basis by Caer Health who are par to the NPS Framework for Occupational Health.	D	There is a legal duty under the Health and Safety at Work Act 1974 to look after the health and wellbeing of our employees.	G
	<a href="#">Legal Prosecutions partnership with all NW Councils</a>	Informal collaboration with DCC as the lead Council.	M	Wide range of criminal enforcement matters from fly-tipping to fraud	G

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Legal, HR & Democratic Services	<a href="#">Joint Procurement Service with Flintshire County Council</a>	Formal collaboration agreement for procurement services	M	EU based legal duties (Public Contracts Regulations 2014 )	Y
	<a href="#">North Wales Construction Framework (six North Wales Authorities)</a>	Formal collaboration agreement for procurement of major construction projects	M	Procurement of major construction projects	G
Highways & Environmental Services	<a href="#">Waste collection (textiles)</a>	Informal Partnership. Co-Options (third sector partner) collect textiles from households kerbside and process in accordance with waste hierarchy (re-use/recycling)	D	Separate collection not mandated but may be in future	G
	<a href="#">Operating household waste and recycling centres</a>	Outsourced - Contract with CAD Recycling. In two year extension period due to expire in March 2021. Operation of 3 recycling parks and pop up recycling parks, including all treatment and disposal.	M	Environmental Protection Action (1990) Section 51  Civic Amenities Act 1967	G

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Highways & Environmental Services  Highways & Environmental Services  Highways & Environmental Services	<a href="#">Waste treatment (food waste)</a>	Outsourced contract With Biogen. Long term Collaborative Partnership Procurement with Flintshire and Conwy Council, with WG funding. Anaerobic Digestion facility based on Council owned land in Denbighshire.	M	Regulation 15(1) of waste (England and Wales) Regulations 2011  Towards Zero Waste Statutory Recycling Target  To be WG blueprint compliant we must collect Food waste separately	<b>G</b>
	<a href="#">Residual waste treatment and haulage (from June 2019)</a>	Outsourced by North Wales Residual Waste Treatment Partnership  Contractor WTI – waste sent to energy from waste facility Deeside (Parc Adfer)	M	Environmental Protection Act (1990)	<b>G</b>
	<a href="#">Residual waste reception, bulking (North)</a>	Outsourced contract for 2 years to March 2021 (with one year extension option)  Residual households waste collected in the North of the county is delivered to this facility and bulked for ongoing transport to Parc Adfer	M	Environmental Protection Act (1990)	<b>G</b>

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Highways & Environmental Services	<a href="#">Bulky waste collection and treatment</a>	In house kerbside collection – with all waste delivered to CAD recycling for treatment or disposal.	M	Environmental Protection Act (1990)  Controlled Waste Regulation (1992) (definition)	Y
	<a href="#">Trade waste collection and disposal (residual)</a>	Veolia 2 year contract August 2018-August 2020	M	Environmental Protection Act 1990 Section 45	G
	<a href="#">Co-mingled recycling treatment</a>	Outsourced to UPM, Deeside.  Into final contract extension period due to expire in March 2020.	M	Regulation 15(1) of waste (England & Wales) Regulations 2011  Towards Zero Waste Statutory Recycling Target  Necessary to meet 70% statutory recycling target	Y
	<a href="#">Supply of wheeled bins, food caddies, sacks and liners</a>	Regular purchases are required to maintain stock levels. Historically this has been done through use of frameworks and mini competitions or the three quote process depending on value, resulting in a range of suppliers being used.	M/D	Section 45 EPA 1990 – LA's must provide if needed containers/sacks for waste. Liners are discretionary.	O

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Highways & Environmental Services	<a href="#">Public transport</a>	Commissioned (outsourced to external organisations)  Some services by social enterprise/community-led companies	D	n/a	Y
	<a href="#">Education transport</a>	Commissioned (outsourced to external organisation)	M (some D)	Learner Travel (Wales) Measure (2008)  Safety on Learner Transport (Wales) Measure 2011	O
	<a href="#">Free concessionary transport</a>	Provision of free concessionary transport	M	Transport Act 2000  Travel Concessions (Eligibility Order) 2002	G

Service	Function	Description/Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Current risk profile
Highways & Environmental Services	<a href="#">CRDV AONB National Protected Area</a>	Partnership	Mainly D  Statutory function is 'development of Management Plan'	Legal Agreement  Participation from all partners  TOR guides governance	<b>G</b>
Highways & Environmental Services	<a href="#">Landscape scale Management and Conservation</a>				
	<a href="#">Community Resilience</a>				
	<a href="#">Access and Recreation</a>				
	<a href="#">Sustainable Tourism</a>				
	<a href="#">Visitor Management</a>				
	<a href="#">Planning and Development</a>				
	<a href="#">Biodiversity and Nature Conservation</a>				
	<a href="#">Tyre replacement and repairs</a>	Delivered by a national tyre company <b>ATS</b>	D	n/a	<b>G</b>



### 3. ASDM's by Service

#### 3.1. BUSINESS IMPROVEMENT & MODERNISATION

No identified ASDM's within Service at time of Service Challenge

#### 3.2. CUSTOMERS, COMMUNICATIONS & MARKETING

No identified ASDM's within Service at time of Service Challenge

#### 3.3. PLANNING & PUBLIC PROTECTION

No identified ASDM's within Service at time of Service Challenge

### 3.4.COMMUNITY SUPPORT SERVICES

#### CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>The provision of Day Services</b>	Commissioned following a tender exercise	<b>D</b>	Risk of Business Failure		<b>Y</b> (Contract is newly awarded)	<ul style="list-style-type: none"> <li>a) Community Support Services</li> <li>b) Performance is reported by the provider via a quarterly Performance Monitoring Return.</li> <li>c) Allocated Contracts Officer will conduct on site visits to monitor against agreed performance indicators</li> <li>d) Monitoring visits are scheduled for quarterly for the first year of the contract. Frequency for subsequent years will be determined by performance in the first year.</li> </ul>	<b>a)</b> The Provider has taken on a 25 year lease for the building. Therefore the Authority receives a rental income as well as relinquishing many responsibilities for the building's upkeep. Also, staff have TUPE'd over to the new provider, reducing the Authority's liability. The Authority has agreed to cover the costs for existing Users to access the centre for a period of 3 years. After this time, it is expected that the provider will have developed services enough to be self-supporting.	<b>a) G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
							<p>b) Due to the Authority's intention to externalise the service, attendance levels were kept low in order to enable the successful bidder to be able to develop a vision for future service delivery. It was a condition of the Tender that bidders demonstrated their competence to develop services on site.</p> <p>c) It is expected that capacity will grow as services develop. The Tender exercise tested bidder's business cases and ensured as far as possible that they had the financial stability and investment in order to achieve this.</p> <p>d) Safety of operation, and compliance with legislation, codes of practice and regulations were examined during the Tender process</p>	<p>b) Y</p> <p>c) Y</p> <p>d) Y</p>

**3.5. FACILITIES, ASSETS & HOUSING  
CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19**

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Housing Register</b>	Hosting and administration of Common Housing register (SARTH) for the Council and RSL's is delivered in partnership with Flintshire County Council	<b>M</b>	Council has a duty to maintain a register of housing need. (Housing Act 1996)	Reliant on partner to deliver.  Exit strategy required.16	<b>G</b>	Function is commissioned by Denbighshire Housing on behalf of Denbighshire County Council	Cost is £52k per annum. This is less than cost of 2 staff which we would need additional as a minimum to carry out this function internally.	<b>G</b>
						Performance is reported through the Partnership Agreement monitoring.	This includes contact centre as first point of contact, dedicated staff to assess housing applications in accordance with policy, ICT hosting, reviews and appeals processes. Currently there are 1,400 housing applications live. Interviews with customers can tend to be lengthy (up to an hour)	<b>G</b>
						Subject to Internal Audit and annual MAG agenda for member updates.	Dedicated staff are employed by Flintshire who were already carrying out this function themselves so we benefit from	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 189							their expertise and economies of scale.	
						Internal Audit planned February 2019	There is a policy which allows for a regional panel to review decisions on request and applicants can appeal decisions which includes escalation to Denbighshire's complaints Policy. We retain responsibility for all member, MP or AM enquires relating to Housing Applications.	<b>G</b>
<b>Financial &amp; Energy Advice (Key to Advice)</b>	Delivery of independent specialist advice service for housing tenants	<b>D</b>	None	Risks managed by contract	<b>G</b>	Function is commissioned by Denbighshire Housing	Contract was procured and the cost of £30k per annum is less than cost of providing this in-house and avoids additional responsibility around qualification and case review in accordance with financial regulations.	<b>G</b>
						Performance is managed through quarterly monitoring meetings in accordance with contract.	Service requires specialist qualified staff and case managers to audit detailed financial and energy advice case load.	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
						Quarterly monitoring meetings with provider	Contract allows for 150 cases per annum as a minimum	<b>G</b>
						Quarterly monitoring meetings with provider	Compliance is the responsibility of the provider in accordance with the contract.	<b>G</b>
<b>Welsh Language Youth Work provision</b>	Joint partnership collaboration between the Youth Service and the Urdd	<b>M</b>	LA has a duty to secure appropriate youth work delivery.	WG funding is reduced.  WG committed to Welsh language youth work provision	<b>G</b>	The agreement is between the Welsh Government, the Youth Service and the Urdd through the annually agreed work programme	The 20k partnership is considered to be value for money. This allows the YS to engage with welsh speaking communities. This is a WG award winning partnership. Both services value the arrangements and the Urdd and YS are exploring the appetite / opportunity to build on current arrangements in preparation for the YS prioritisation review work in 2019.	<b>G</b>
						Performance is reported through quarterly monitoring and 6 monthly reporting to Welsh Government	Welsh language youth workers are in short supply. This partnership contributes to addressing that need in both community provision and targeted work. This also includes updating the 'map' of Welsh Language Youth Work activity through the	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria	
Page 191					G		Welsh Language Reference Group. Currently demand is meeting expectations although this can fluctuate.	G	
						The Regional Director for the Urdd meets with Youth Service lead for monitoring and performance is annually reviewed through self-assessment process.	The Urdd contribute to the partnership through other funding that they bring to this activity. This is WG direct funding and through other sources too. Capacity is greater than the grant funding in this partnership. The YS benefits from this additionality.		G
						Monitoring meetings are held 4 times per year and in additional the annual review.	The Urdd train their own staff to Occupational standards and have effective DBS / Safeguarding policies in place.		G
<b>Contractors for Major Construction Works</b>	Commission	<b>M</b>	Building projects designed in accordance with statutory requirements	Client employed technical advisors essential to ensuring quality, value for money and compliance are delivered by external	G	Commissioned by Design and Construction in accordance with the DCC CPR's.	Projects tendered through the QS team, ensures VFM is achieved + quality evaluation criteria is set.	G	
						Performance monitored through daily site inspections, Monthly project progress	Demand is driven by the building works programme (including the 21 <sup>st</sup> Century Schools programme) Complexity of design and	G	

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 192				contractors / consultants, particularly following the Independent Inquiry into The Edinburgh Schools and Grenfell Tower disaster.		meetings; fortnightly D&C management meeting, Client reporting on Verto.	individual project drivers will dictate specific demands on the contractors.	<b>G</b>
						Contract administration carried out in-house by qualified and experienced D&C employees to ensure the projects are delivered in accordance with the contract conditions and DCC CPR's whilst also ensuring the projects deliver the correct quality, within budget and on time.  Robust financial control mechanisms are deployed to monitor, control and report on project cost in a timely manner.	Contractors frameworks are in place to ensure adequate capacity is available to deliver the programme	



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
						Contract Management / Administration are in place and executed constantly for the duration of the project until project closure, which maybe several years after handover depending on project complexity.	CDM and Statutory compliance requires for all building projects (planning, building regulations, funding requirements i.e. BREEAM); All contractors are pre-approved from a financial, capacity, capability and H&S perspective.	<b>G</b>
<b>Mechanical &amp; Engineering Consultants</b>	Commission on individual project basis	<b>M</b>	Building projects designed in accordance with statutory requirements	Market forces dictate the cost of the service provided  General Industry shortage of construction professionals which could impact on the quality and cost of the service provided.	<b>G</b>	Commissioned by Design and Construction in accordance with the DCC CPR's.	Mini competition carried out through the Consultants Framework ensures VFM is achieved and also quality evaluation criteria is set to ensure capability and capacity are maintained on a project by project basis.	<b>G</b>
<b>Structural Engineers</b>						Performance monitored through Design review meetings	Demand is driven by the building works programme (including the 21 <sup>st</sup> Century Schools programme) Complexity of design and individual project drivers will dictate specific demands on each discipline. Ability to stipulate specific needs on a project by	<b>G</b>
<b>Architects</b>								
<b>Quantity Surveyors</b>								

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Construction Design and Management (CDM)</b> Page 194				Reliant on consultant HR management and Professional organisations such as the RICS and RIBA to address any shortcomings in quality / quantity of output.			project basis ensures mini competitions are targeted at relevant consultants.	
						CDM (Principal Designer) and Technical Advisor (PTL) review of quality, compliance and fit for purpose. QS's monitor cost and value for money.  Regular Client and Stakeholder engagement events to ensure compliance with project brief.	Increases in the regional construction programme will increase demand on the external consultants which could impact on the ability for the regional consultants to deliver a good quality and cost effective service. Ability to stipulate specific needs on a project by project basis ensures mini competitions are targeted at relevant consultants.	<b>G</b>
						Scrutiny provided at a minimum of monthly but may increase to weekly depending on complexity of the project and other drivers	CDM and Statutory compliance required for all building projects (planning, building regulations, funding requirements i.e. BREEAM) – H&S competence is measured at framework tender stage and monitored via framework management (not DCC). Any commissioning outside the framework will include H&S	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
							competency stipulations and measures.	
Legionella Testing  Page 1951	Annual order with teams	D	There is no legal duty to test individual residential properties, however HSE L8 does apply to social housing under water services	Denbighshire housing completes a 10% rolling sample check each year to demonstrate good practice. There are no high risk sites within the housing stock	G	Commissioned by Principal Investment Delivery Officer	Specifications and procurement processes satisfy any best practice/statutory requirements.	G
						After Legionella reports have been completed all remedial works will be completed reactively. As part of the Councils compliance checks the Legionella policy and procedure for the management and control of Legionella is reviewed. All Legionella certificates and documentation is kept in an accessible location for auditing.	No legal duty but carry out 10% sampling of residential properties as best practice.	G
						Regular review meetings with the contractor Compliance	No issues with contractor capacity	G

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
						Officer monitors any change in legislation.		
						Scrutiny is provided on a quarterly basis.	There is no legal duty to test individual residential properties, however HSE L8 does apply to social housing under water services.	<b>G</b>
<b>Gas Servicing &amp; R&amp;M, Water Hygiene, (Housing)</b>	External Contractor  Liberty Gas  3 plus 2	<b>M</b>	The Gas Safety (Installation and Use) Regulations 1998, deals with the safe installation, maintenance and use of gas systems, including gas fittings, appliances and flues, mainly in domestic and commercial premises.	Other than gaining access to properties (which has its own protocol) there are no perceived risks at present as all installations are serviced in line with current regulation	<b>G</b>	Commissioned by Principal Investment Delivery Officer	Rates are set either from a relevant national framework or fixed costs based on contracts.	<b>G</b>
						Performance is reported through weekly supervisor meetings with the delegated officer and Liberty Contracts Manager. Regular progress meeting with Liberty Gas also occur. Additionally, performance is monitored against monthly KPI's from the F21 Framework.	We have a set number of households with gas installations.	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 197						Scrutiny is applied by Third Party Audit checks (10%); Contract & Compliance Officer spot checks (registered Gas Safe Engineer); Tenant Satisfaction Data obtained; HSE Inspections & Internal Audit/	We have a contractor that is resourced to complete.	<b>G</b>
						Third party audits are completed weekly, spot checks are also completed regularly in-house, however their frequencies are increased when installations are being completed by the contractor.	Other than gaining access to properties (which has its own protocol) there are no perceived risks at present as all installations are serviced in line with current regulations.	<b>G</b>
<b>Servicing and Compliance</b>	Commission	<b>M</b>	H&SWA – legislation for	Lack of project management and	<b>Y</b>	Gas, Electric and Water are Commissioned out by the Principal Energy Officer. FRA is	Works are tendered every three years.	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Testing – Non Housing			gas, water hygiene etc.	up to date information		commissioned by the Strategic Assets team.		
			Every job is CDM compliant and we work to all current, relevant regulations.			Performance is monitored through a set of KPIs	Capacity is dependent on the Council's asset list at any one time.	<b>G</b>
						These are reviewed by the Project Officer daily, and the Principal Energy Officer on a monthly basis.	Under-resourced currently and additional work picked up by other officers.	<b>Y</b>
					Scrutiny is provided by the Principal Energy Officer, as noted above.	As detailed in relevant legislation noted within the Legal Duties section.	<b>G</b>	
<b>Housing Grounds Maintenance Contract</b>	Commission - Delivery of Housing Grounds Maintenance contract to Housing tenants / residents	M	Council has a duty to maintain Housing green space per the Housing Act 1996	Requires on site/effective operational management/contract delivery.	<b>G</b>	Function is commissioned by Housing but managed on their behalf by C&F Department via the Housing Green Space team.	Process follows the Council's CPR's. The process of re-tendering is currently underway with both Housing and C&F involved in the Procurement process.	<b>G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 199	(currently by a private sector contractor)					<p>The contract management function is carried out by both Housing &amp; C&amp;F, via bi weekly meetings and monthly contract meetings with the contractor. Reports are provided to local members as required, either via a 'local' report for a particular locality or by a general members update.</p>	<p>The contract management function has been in place since 2015 and has worked with the existing contractor. There is a level of operational complexities of delivering this contract; weather, Housing Department requirements and changes to the Green Space environment.</p>	G
						<p>No formal scrutiny has been applied except for the initial requirement to move the operational management of this contract to C&amp;F in 2015 due to failures in the operational delivery of contract management. This has seen a reduction in customer complaints from 12-15 a</p>	<p>Dedicated staff are employed to manage the contract both from an operational contract delivery level and from a strategic contract management level. The existing Housing Green Space Team, Lead Officer C&amp;F and Housing staff have been sufficient to deliver this contract.</p>	G

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 200						day in 2015 to 11 in total in 2018.		
						Monthly contract meetings between Housing/C&F and the contractor. Regular site and operational meetings as required at operational level. Also ad hoc as required by the operational requirements of the contract at any given time in the contract schedule(s).	The contract is delivered under all existing DCC Procurement and H&S Policies, and via the Private Contractors own Risk Assessments and H&S Policy.	G



### 3.6. EDUCATION AND CHILDREN'S SERVICES

#### CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<p><b>The Local authority has a statutory duty to ensure provision for learner; and that learners attain.</b></p>	<p>The school improvement function is delegated to the regional school improvement service (GwE) to carry out on its behalf. This arrangement was directed by WG in 2013. The statutory duty remains with the Local authority, but all operational duties are carried out by GwE.</p>	M	<p>The duty to ensure that the curriculum offer is appropriate and that pupils achieve an appropriate level of attainment is a statutory requirement within the Education Act.</p>	<p>The current model is based on a level of funding. If the level of funding is reduced there will be an impact on service delivery.</p> <p>As the current model is largely directed by WG, lack of flexibility in approach also presents a risk.</p>	Y	<p>The current agreement is between the Local authority and GwE. However, this is not a commissioned service because this has been directed by Welsh Government.</p> <p>Performance is reported annually to Performance Scrutiny; and is reported on a regular basis to the GwE Joint Committee. All Lead Members for Education sit on this committee.</p>	<p>The service is audited and inspected by Estyn. As an organisation focussed on regional delivery it has been judged as provided value for money.</p> <p>Overall, the resilience of the service is dependent on whether or not it is able to meet demand from each LA individually; and whether or not it can respond to accommodate changing policy directives.</p> <p>The service currently has the capacity to meet the demand and is compliant with health and safety requirements e.g. DBS checking processes.</p>	G

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 202	<p>GwE is hosted by Gwynedd LA.</p> <p>These duties include the following:  support and challenge;  leadership;  professional development.</p>							

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>The Local authority has a duty to provide adoption services</b>	North Wales Adoption Service was formed approximately five years ago. It is led by the operational management group chaired by Marian Hughes, Head of Service in Gwynedd. It is hosted by Wrexham LA.	M	The Social Services and Wellbeing Act places a duty on LA's to provide adoption services for children.	The current model is not funded adequately and not solvent going forward.  Amendments to adoption regulation will mean that children will have to be placed on a national waiting list. This could have a negative impact on service delivery and will have cost implications.	Y	Current arrangements are subject to the scrutiny of the Management Board.	The financial viability of the service going forward is being addressed and arrangements are in place.	O

3.7. FINANCE SERVICE

CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Civica - Revenues/ Benefits Contract PPA 2015-2024	Contracted service – working in partnership 7 year contract started April 2015	M	To deliver Benefits services and NNDR, council tax collection and sundry debtors.	Potentially challenges around making future saving	Y	a) Commissioned by Finance- Legal on behalf of Denbighshire County Council	The Civica contract allowed the authority to make £220,000 savings and the guarantee of no redundancies of former DCC colleagues.	A) Y
						b) Monthly operation board meetings with provider and  Quarterly strategic board meetings Weekly service meeting with Civica	Demand is monitored though our operation board including call statistics and the KPI's.	B) Y

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 205						c) Annual internal audit & Annual Wales Audit office review	Civica has the ability to call on additional resource if required from other Civica location across the UK including their “on demand “facility. This resilience was noted by internal audit as a strength of the operating model.	C) Y
						d) Scrutiny through the monthly operational board, quarterly Strategic board and annually through internal and external Audits	The Civica contract was develop in conjunction with DCC legal services and offers the relevant protection. DCC develop policy and strategic thinking in the service and follow the DCC complaints procedures.	D) Y

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>CAD – Consumer and financial advice contract</b>  Page 206	Contracted service - 4 year contract starting Feb 2019	D	Offering DCC residents free independent consumer and financial advice	Provider does not meet the required service delivery	G	a) Commissioned by Contracts & Performance Team in Finance on behalf of Denbighshire County Council	The CAD contract has offered savings to the authority from the original £260,000 PA down to £234,000 PA in the current contract.	<b>A) G</b>
						b) Monthly operation board meetings with provider and  Quarterly finance board meetings with provider and finance officer	Demand is monitored and managed through our operation board including call statistics, referrals and the KPI's.	<b>B) G</b>
						c) Internal audit	CAD Contract ensures that adequate capacity is available to deliver the support that is required	<b>C) G</b>
						d) Monthly and quarterly	The CAD contract was developed on the Authority's standard terms in conjunction with DCC Legal Services and Procurement and offers the relevant protection. DCC work with the CAD to develop policy and strategic thinking in this area.	<b>D) G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Gaia-Schools ICT Admin contract</b>  Page 207	Contracted service - Contract Framework currently being tendered for 4 years starting Sept 2019 – Schools' ICT Networks contract (including Admin and Curriculum)	D	ICT Admin network to all DCC schools	Provider does not meet the required service delivery	Y	a) Commissioned by Contracts and Performance on behalf of schools/ DCC Education	In 2013 Cabinet elected to tender the schools admin network. The driver for the process was to support the WG delegated budget process and improve schools choice and quality of service.	<b>A) Y</b>
						b) Monthly operation board meetings with provider and  Quarterly schools ICT strategic group meetings for schools feedback	Demand is monitored and managed through our operation board including call statistics, referrals and the KPI's.	<b>B) Y</b>
						c) Internal audit, a schools ICT Group	The contract and KPI are scrutinise at review meeting and by school representatives at the ICT board	<b>C) Y</b>
						d) Monthly and quarterly	The Admin contract was developed on the Authority's standard terms in conjunction with DCC Legal Services and Procurement and offers the relevant protection.	<b>D) Y</b>

### 3.8. LEGAL, HR & DEMOCRATIC SERVICES

#### CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Coroner Service North Wales (East and Central)</b> Page 208	Formal Service Level Agreement in place between Conwy, Denbighshire, Flintshire and Wrexham – Denbighshire is Lead Authority	M	Provision of Coroners Service across the 4 LA areas	The new Coroner Area has been in place since 2013 and working very well	G	Formal agreement to create new full-time Coroner Area has been agreed by respective Councils since 2013.	a) Senior Coroner keeps expenditure to a minimum. Inquests held in LA Chambers across all 4 LA areas, resulting in no cost. Other associated costs have remained fairly static. Costs apportioned based on population  b) With an increase in demand for Courtroom facilities at County Hall, Ruthin, this is impacting on the time taken to list inquests due to unavailability of the Chamber. Agreement reached to explore feasibility of providing dedicated courtroom  c) No issues with capacity  d) No safety or compliance issues	a) G
						Senior Coroner commissions all related services and investigations.		b) Y
						Close working relationship exists between Senior Coroner and Business Support Team		c) G
						Senior Coroner is required to produce an Annual Report which is submitted to the Chief Coroner		d) G



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 209						<p>Regular budget monitoring takes place and recharges made to each LA on a quarterly basis.</p> <p>Annual meetings with Senior Coroner and LA representatives</p> <p>Excellent communication in place and authority sought prior to any changes</p>		

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Welsh Translation Service  Page 210	A formal collaborative agreement between Denbighshire and Conwy CBC	M	Compliance with the Council's Welsh Language Standards	The collaboration has been in place & successful since 2013 & is being renewed for a further 3 years.	<b>G</b>	<p>A formal agreement governs the collaboration which has been considered by the Scrutiny Chairs &amp; Vice Chairs Group and was a line of enquiry at the 2018 Service Challenge.</p> <p>A business case for renewing the agreement for a further 3 years was circulated to SLT and the appropriate lead members. No negative comments were received from SLT &amp; a meeting held with lead members led to their endorsement.</p>	<p>a) Value for money. The agreement is not a profit-making operation for CCBC, it operates on economies of scale and a specialism. In 2013 the costs were below market prices and have remained at 2013 levels. Resources to support the system have been streamlined over the last two years to achieve savings.</p> <p>b) Levels of demand (volume and complexity). Over 3 million words are translated per year from thousands of individual orders placed from throughout the Council requiring different response times.</p> <p>c) Capacity. The capacity to meet the existing demand is proven. Increases in DCC demand would require an increase in DCC investment in the collaboration.</p> <p>d) Safety and compliance. No issues.</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p> <p>c) <b>G</b></p> <p>d) <b>G</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Employee Assistance Programme</b>  <div style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -40px; top: 50%; font-weight: bold;">Page 211</div>	<p>The service is in the process of implementing and Employee Assistance Programme to replace its counselling service. The chosen provider is CareFirst which is part of the NPS Framework for Occupational Health.</p>	D	<p>There is a legal duty under the Health and Safety at Work Act 1974 to look after the health and wellbeing of our employees.</p>	<p>The main risk associate with the EAP is accessibility and capacity of the new Company to meet our needs. This has been tested as part of the procurement process.</p>	<b>G</b>	<p>a) <b>Who commissions the function?</b> The EAP Provider is part of the NPS Framework for Occupational Health in Wales and the service is commissioned by HR with support from Procurement.</p> <p>b) <b>How is performance reported?</b> – The new provider will supply quarterly Management Information reports which will show the usage levels broken down per department; reason for referral; outcome etc.</p> <p>c) <b>What scrutiny is applied?</b> – this will be undertaken by HR</p>	<p>a) <b>Value for money</b> – The proposed service will deliver an enhanced, more accessible service for a ¼ of the cost of the current service. It is anticipated that there will be a £60k saving across the authority including schools.</p> <p>b) <b>Levels of demand (volume and complexity)</b> - Currently we only provide Face to Face Counselling Service. AS the EAP will deliver a support service on-line; via telephone and face to face as well as an extended advice service similar to the CAB. It is difficult to know at this point what the demand will be.</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Occupational Health Physician</b>	OH Physician Provision is being delivered on an as and when required basis by Caer Health who are par to the NPS Framework for Occupational Health.	D	There is a legal duty under the Health and Safety at Work Act 1974 to look after the health and wellbeing of our employees.	There are no identified risk associate with this provision	<b>G</b>	<p><b>a) Who commissions the function?</b> Caer Health is part of the NPS Framework for Occupational Health in Wales and the service is commissioned by HR with support from Procurement.</p> <p><b>b) How is performance reported?</b> – This is monitored on a case by case basis through the scrutiny of the report supplied.</p> <p><b>c) What scrutiny is applied?</b> – This is undertaken by the OH Advisor.</p> <p><b>d) What is the scrutiny frequency?</b> – This will be done each time an employee is referred to the Physician Service.</p>	<p>a) <b>Value for money</b> – as we are only paying for appointments as and when we need to this has delivered in the region of £7k saving per annum.</p> <p>b) <b>Level of demand</b> – this various but is in the region of 15 cases per annum for attendance management as well as 12 Ill Health Retirement Applications.</p> <p>c) <b>Capacity</b> – Caer Health has a number of OH Physician and therefore they are more than able to meet our demands.</p> <p>d) <b>Safety and Compliance</b> – No issues.</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p> <p>c) <b>G</b></p> <p>d) <b>G</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Legal Prosecutions partnership with all NW Councils</b>  Page 213	Informal collaboration with DCC as the lead Council.	M	Wide range of criminal enforcement matters from fly-tipping to fraud	Administrative function is supported by DCC but other Councils provide additional legal officer support so it balances out. This has been the subject of an internal audit which has provided assurance	<b>G</b>		<ul style="list-style-type: none"> <li>a) Reduces travel costs and legal officer time as no two prosecutors in court at the same time. Shares the prosecution resources.</li> <li>b) No of cases for 2018 across the region = 240 non fixed penalty prosecutions across NW. 315 FPN across NW.</li> <li>c) Capacity is an issue even with the collaboration in place. Occasionally it is not possible to attend court at all or to obtain a barrister. This is a reality of the market and all Councils reduction in staffing levels to deal with demand.</li> <li>d) The prosecutions partnership supports council priorities of cleaning up the streets and H&amp;S compliance including employment practices, food safety and trading standards.</li> </ul>	<ul style="list-style-type: none"> <li>a) <b>G</b></li> <li>b) <b>G</b></li> <li>c) <b>G</b></li> <li>d) <b>G</b></li> </ul>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Joint Procurement Service with Flintshire County Council</b>	Formal collaboration agreement	M	EU based legal duties (Public Contracts Regulations 2014 )	Risk that one partner may derive a greater benefit from staff resources than the other.	<b>Y</b>	a) - All DCC and FCC services  b) - A joint procurement board with representation from Lead Member for Finance and the Monitoring Officer. KPIs are reported onto Verto  b) - Each board meeting will cover the corporate KPIs, level of collaborative procurements, missed opportunities, budget, procurement strategy, resources split is also monitored via the time recordings of business partners so VfM is monitored.  d) - A minimum of quarterly meetings take place	a) Business partners are shared across a category; one manager covers both councils; collaborative procurement should produce efficiencies and savings due to economies of scale; close links with legal function means less likelihood of successful challenges in this litigious area.  b) Total combined spend for 2018 = DCC is £128,000,000, FCC is £147,000,000. Complex procurement matters have been kept in house saving a considerable amount if the council outsourced the activity; some services have expressed a desire for dedicated procurement support.  c) Capacity remains an issue for the manager in particular but this has been addressed to some degree with a dedicated legal officer support on the DCC side.  d) There are non-compliance issues with services from time to time. This results in unnecessary time and efforts being put in to make something fit or put it right.	a) <b>Y</b>  b) <b>Y</b>  c) <b>Y</b>  d) <b>Y</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<p><b>North Wales Construction Framework (six North Wales Authorities)</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 215</p>	Formal collaboration agreement	M	Procurement of major construction projects	Lack of collaboration and cooperation between the six partner authorities impacts on delivery	<b>G</b>	<p>Inter authority agreement between authorities</p> <p>Terms of reference for all boards and groups</p> <p>Strategic Board meets every 6 months for decisions and updates</p> <p>Forum including clients and contractors</p> <p>Review of KPI's</p> <p>KPI methodology and engine</p>	<p>a) Delivery of targeted Community Benefits on each project, with continuous audits on delivery.</p> <p>b) Mini tender competitions ensuring we have competitive cost and service in line with the type of projects.</p> <p>c) The current Framework is setup to let up to £500m worth of projects across six authorities and other public sector bodies.</p> <p>d) Capacity remains an issue and it is intended to increase it by recruiting half an officer to support the new larger Framework. The Framework team oversees every mini tender to ensure there is compliance on the process, after that each authority is responsible to make sure it meets their own internal procedures.</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p> <p>c) <b>G</b></p> <p>d) <b>G</b></p>

### 3.9. HIGHWAYS AND ENVIRONMENTAL SERVICES

## CONTRACTS, PARTNERSHIPS AND OTHER ASDM ARRANGEMENTS; RESILIENCE STATEMENT 2018/19

### 3.9.1. Waste and Recycling

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Waste Collection (textiles)</b> Page 216	<p>Informal Partnership</p> <p>Co-Options (third sector partner) collect textiles from households kerbside and process in accordance with waste hierarchy (re-use/recycling)</p> <p>Low/neutral cost/value</p>	D	Separate collection not mandated but may be in the future	<p>Reliance on viability of third sector organisation. Value of textiles can impact on deliverability.</p> <p>Only partial coverage of service due to viability in more rural locations (Will be address through New Waste operating Model)</p>	G	<p>Informal arrangement managed by Senior Technical Officer. No contract, we just supply the bags in return for reporting the tonnage diversion.</p> <p>Tonnage data supplied quarterly for waste data flow returns No Scrutiny on service reliability applied as</p>	<p>a) <b>Value for money</b>  Corporately it has been accepted that the third sector provide best value and wider economic benefits (Cabinet 2018)</p> <p>b) <b>Levels of demand (volume and complexity)</b>  range of choice for public (charity collections) mean low risk/low demand of service but more behaviour change required to divert textiles from residual waste stream (LA responsibility)</p>	<p>a) G</p> <p>b) G</p>



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 217							<p><b>c) Capacity</b> Co-Options have ability to expand and even work with neighbouring third sector orgs if required</p> <p><b>d) Safety and compliance</b> Comply with DCC reporting requirements. H and S not monitored by DCC</p>	<p><b>c) G</b></p> <p><b>d) Y (not monitored)</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Operating Household Waste and Recycling Centres</b>  Page 218	Outsourced - Contract with CAD Recycling.  In two year extension period due to expire in March 2021. Operation of 3 recycling parks and pop up recycling parks, including all treatment and disposal.	M	Environmental Protection Action (1990) Section 51  Civic Amenities Act 1967	Long term existing contract means the VfM through alternative commissioning not been tested for some time.  Ageing infrastructure at 2/3 sites requiring replacement / investment (Contractual obligation to Council)  Extremely reliable and high performing local provider means there are no operational or reputational risks.	G	Waste and Recycling service responsible for commissioning.  Tonnage data supplied monthly and performance linked to payment mechanism via bonus payment. Quarterly contract meetings held. Service reviewed regularly to identify/ deliver savings	<b>a) Value for money</b> Services cost more than Welsh median but also achieve higher diversion rates. Not tendered since 2009 so markets not recently tested. Extension granted to give time for the WG Collaboration Project (North Wales).	a) Y
							<b>b) Levels of demand (volume and complexity)</b> Volumes / traffic flows are consistent/ predictable	b) G
							<b>c) Capacity</b> Population size requires 2 sites only but geographical spread means 3 sites better serve the public.	c) G
							<b>d) Safety and Compliance</b> Quarterly meetings held to monitor performance and safety but no KPI framework in place other than pay mechanism related to recycling performance. Spot checks to be built into Technical Team role 19/20 onwards. Riddor and accident reporting not previously discussed but to be added as standard agenda item from 19/20	d) Y

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Waste Treatment (Food Waste)</b>  Page 219	Outsourced contract  With Biogen  Long term Collaborative Partnership Procurement with Flintshire and Conwy Council, with WG funding. Anaerobic Digestion facility based on Council owned land in Denbighshire.	M	Regulation 15(1) of waste (England and Wales) Regulations 2011  Towards Zero Waste Statutory Recycling Target  Necessary to meet 70% statutory recycling target  To be WG blueprint compliant we must collect Food waste separately	Low risk. Long term arrangement with option to extend, or renegotiate more favourable terms with early extension award  Reliable/ experienced operator incentivised to ensure plant operates optimally	G	DCC lead authority for Partnership. Monthly analysis of tonnage / costs and LA apportionment/ reconciliation.  Waste and Recycling service responsible for commissioning.  Quarterly contract meetings held. Annual review/ report, overseen by Welsh Government.	<b>a) Value for money</b> One of first AD plants in Wales to be provided so tied into a gate fee arrangement that is higher than the median until the contract review period. Opportunity to offer early contract extension for more favourable gate fee price should be explored.  <b>b) Levels of demand (volume and complexity)</b> Admin capacity funded through FCC and CCC contribution.  <b>c) Capacity</b> Steady shifts in tonnages are afforded as spare capacity at plant. LA's given priority over commercial contracts.  <b>d) Safety and compliance</b> Monitored through contract management and reporting arrangements	<b>a) G</b>  <b>b) G</b>  <b>c) G</b>  <b>d) G</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Residual Waste Treatment and Haulage</b>  From June 2019)	Outsourced by North Wales Residual Waste Treatment Partnership  Contractor WTI – waste sent to energy from waste facility Deeside (Parc Adfer)	M	Environmental Protection Act (1990)	Low Risk	G	Flintshire lead commissioning authority. Governance structure in place with elected members and senior officers. Joint Committee for decision making. Contract monitored at various levels. Project board, technical officer group and Flintshire based contract manager/supporting team	<b>a) Value for money</b> Government incentives and collaboration will ensure LA VfM compared to alternative provision  <b>b) Levels of demand (volume and complexity)</b> Contribution of approx. £35K pa towards contract management, £20K pa community benefit contribution. Pay mechanism complex and requires weekly reconciliation/population  <b>c) Capacity</b> Capacity on W and R team and back up (for resilience) to be sought in wider departmental resources to ensure timely and robust contract management/reconciliation  <b>d) Safety and compliance</b> Risk register KPI framework and H and S monitoring actively monitored	<b>a) G</b>  <b>b) G</b>
								<b>c) Y</b>
								<b>d) G</b>



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Bulky Waste collection and treatment</b>  Page 222	In house kerbside collection – with all waste delivered to CAD recycling for treatment or disposal.	M	Environmental Protection Act (1990)  Controlled Waste Regulation (1992) (definition)	There is currently no separate contract in place for the reception and treatment/disposal of this waste. Therefore there is a procurement risk as not complying with CPR's. This waste is unsuitable for the Parc Adfer Contract. CAD extract white goods, mattresses and other suitable bulky items for	Y	Management of waste stream discussed through HWRC contract meetings as required – low risk non-customer facing service element.  Fixed fee paid to CAD for bulky waste  Opportunity to review service and benefits of commissioning third sector to collect and re-use/deconstruct. CREST have expressed interest informally. Other providers may also be interested (CAD, Co-options)	<b>a) Value for money</b> Fixed fee paid to CAD for bulky waste. Further work required to test markets, especially with new collection charge implanted April 2019.	<b>a) O</b>
							<b>b) Levels of demand (volume and complexity)</b> Tonnages and quality of items will fluctuate depending on DCC collection charge.	<b>b) G</b>
							<b>c) Capacity</b> No issues under current CAD arrangement as they handle large tonnages from HWRC contract.	<b>c) G</b>
							<b>d) Safety and compliance</b> Quarterly HWRC meetings held to monitor performance and safety but no KPI framework in place other than pay mechanism related to recycling performance. Spot checks to be built into Technical Team role 19/20 onwards. Riddor and accident reporting not previously discussed but to be added as standard agenda item from 19/20. Recycling performance monitored	<b>d) Y</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 223				recycling as it is a similar composition to HWRC waste. But out of scope of HWRC contract. Needs addressing.				

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Trade Waste collection and disposal (Residual)</b> Page 224	Veolia 2 year contract August 2018-August 2020	M	Environmental Protection Act 1990 Section 45	Fixed prices with Veolia restrict DCC's ability to win new business and compete with other industry players.  Contract reliability excellent	G	KPI pay mechanism in place and quarterly contract meetings plus contact procedures working well for day to day management  However, the contract has still not been sign – awaiting Veolia response currently.	<b>a) Value for money</b> Recent tender with several bidders suggests favourable market rate	a) G
							<b>b) Levels of demand (volume and complexity)</b> Number of overall clients relatively stable. Interface between DCC and contractor simple and well organised.	b) G
							<b>c) Capacity</b> Veolia well placed to expand if required. However, back office team not currently working within acceptable SLA's for resolving customer enquiries and training/vacancy filling needs to be prioritised.	c) Y
<b>d) Safety and compliance</b> Monitored quarterly through contract meetings. Monthly KPI Performance scorecard in place and contractually binding with deduction levels agreed.  Scrutiny scheduled to examine contract Feb/March 2020	d) G							



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<p><b>Co-mingled Recycling Treatment</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 225</p>	<p>Outsourced to UPM, Deeside</p> <p>Into final contract extension period due to expire in March 2020.</p>	M	<p>Regulation 15(1) of waste (England &amp; Wales) Regulations 2011</p> <p>Towards Zero Waste Statutory Recycling Target</p> <p>Necessary to meet 70% statutory recycling target</p>	<p>Financial Risk of £180K to £270K budget pressure certain from April 2020 until new waste operating model adopted Mid 2021/22 due to market trends.</p> <p>There is no option but to go to markets for this contract.</p>	Y	<p>Contract was extended April 2018.</p> <p>TD Requested support from procurement (HS) to locate contract extension report/signed agreement.</p> <p>Service only needs this type of treatment facility until 21/22 due to changes to waste collection model so there is no scope for delivering this service differently, despite costs of treatment (gate fee)</p> <p>set to double next year due to market trends.</p> <p>Re-procurement required Autumn 2019 for 2 year deal.</p>	<p><b>a) Value for money</b> Very competitive gate fee likely to increase (by 50-80%) when securing new contract.</p> <p><b>b) Levels of demand (volume and complexity)</b> Regular and predictable – no issues on contract management staffing or contractors ability to take more or less volume.</p> <p><b>c) Capacity</b> No issues on contract management staffing or contractors ability to take more or less volume.</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p> <p>c) <b>G</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Page 226				Rated Y risk due to increase in contamination rates requiring intervention by DCC to ensure best price secured in future procurements		It is recognised high cost of treatment not acceptable going forward hence change to waste source segregated operating model	<p><b>d) Safety and compliance</b>            H&amp;S not monitored as DCC staff do not deliver to site. Monthly tonnage and contamination report provided, along with final destination reporting required by Waste Data Flow. UPM Loss Time accident stats reported monthly – excellent record to date.</p> <p>Quarterly contract meetings to be held from April 2019.</p>	<b>d) Y</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Supply of wheeled bins, food caddies, sacks and liners</b>	Regular purchases are required to maintain stock levels. Historically this has been done through use of frameworks and mini competitions or the three quote process depending on value, resulting in a range of suppliers being used.	M/D	Section 45 EPA 1990 – LA's must provide if needed containers/sacks for waste. Liners are discretionary.	DCC CPR's have historically not been followed (Contract Award report and contracts for over £10K value) due to high number of procurements each year.  Procurement often delays delivery due to low stock levels.	O	Supply only contracts with low risk to public/trade	<b>a) Value for money</b> Current route ensures value for money through regular tendering process. <b>b) Levels of demand (volume and complexity)</b> Fluctuates depending on live projects and many other factors <b>c) Capacity</b> Not enough capacity in team to follow CPRs and produce contracts/contract award reports. Need to consider longer term contracts (2-3 years) with ability to call off (one for bins, one for caddies and one for liners).  <b>d) Safety and compliance</b> As supply only monitored through procurement process / warranties. H&S not monitored other than deliveries to site.	<b>a) G</b>  <b>b) G</b>  <b>c) O</b>  <b>d) G</b>

### 3.9.2. Passenger Transport

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Public Transport</b>	Commissioned (outsourced to external organisations)  Some services by social enterprise/community-led companies	D		Market place is not strong	Y	a) DCC H&ES  b) Annual benchmarking. Monthly budget meetings  c) Consultation at times of significant change (minor change proposals to individual members)  e) When there are significant changes e.g. budget cuts	<b>a) Value for money</b> All but a small amount is tendered and awarded under tender MEAT  <b>b) Levels of demand (volume and complexity)</b> No significant issues  <b>c) Capacity</b> No significant issues but will fluctuate depending upon market changes. Any major change to supported delivery model will be resource heavy in early stages  <b>d) Safety and compliance</b> Due diligence undertaken	a) G  b) G  c) Y  d) G

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Education Transport	Commissioned (outsourced to external organisation)	M (some D)	<p>Learner Travel (Wales) Measure (2008)</p> <p>Safety on Learner Transport (Wales) Measure 2011</p>	<p>Some parts of the market less robust</p> <p>Budgets under pressure</p>	O	<p>a) DCC H&amp;ES</p> <p>b) Monthly budget meetings. Termly meetings with Education (for ALN)</p> <p>c) Other than scrutiny for policy changes, operations usually taken as “business as usual”</p> <p>e) N/A. Policy issues dealt with by Education</p>	<p><b>a) Value for money</b>            Within a cycle of increasing costs, recent private/public benchmarking has indicated market versus in-house costs are comparable. A number of factors are outside H&amp;ES’ control</p> <p><b>b) Levels of demand (volume and complexity)</b>            Demand for mainstream education is stable but that for ALN/TRAC/LAC etc. growing, including demand for relatively expensive “solo” provision to wide range of establishments. As illustration, the number of required passenger assistants almost doubled in 15-year period.</p>	<p>a) Y</p> <p>b) O</p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
							<p><b>c) Capacity</b>            Owing to complex needs, ALN-type transport is resource hungry and contributes to additional staffing requirements/pressures</p> <p><b>d) Safety and compliance</b>            Due diligence undertaken. Driver enhanced DBS checks. Use of only licensed taxi drivers. Regulated market places for both taxis and buses. Regular H&amp;ES monitoring</p>	<p><b>c) O</b></p>
								<p><b>d) G</b></p>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Free Concessory Travel		M	Transport Act 2000  Travel Concessions (Eligibility Order) 2002	May be taken in-house by WG	G	a) DCC scheme uses prescribed WG systems to manage eligibility  b) Demand steady and relatively routine for suitably trained staff  c) National scheme requires no local scrutiny  d) N/A	<b>a) Value for money</b> Highly prescribed scheme reimburses some 90% of costs  <b>b) Levels of demand (volume and complexity)</b> Demand can vary dependent upon birth rates 60 years ago but in general is steady  <b>c) Capacity</b> No capacity issues  <b>d) Safety and compliance</b> N/A	<b>a) G</b>  <b>b) G</b>  <b>c) G</b>  <b>d) G</b>

### 3.9.3. Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (CRDV AONB)

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<p>CRDV AONB National Protected Area</p> <p>Landscape scale Management and Conservation</p> <p>Community Resilience</p> <p>Access and Recreation</p>	Partnership	<p>Mainly D</p> <p>Statutory function is 'development of Management Plan'</p>	<p>Legal Agreement</p> <p>Participation from all partners</p> <p>TOR guides governance</p>	<p>Low overall</p> <p>Reduction in financial contribution/ no engagement</p> <p>Core grant cut</p>	G	<p><b>a) Who commissions the function?</b> Denbighshire CC, Wrexham CBC, Flintshire CC, NRW.</p> <p><b>b) How is performance reported?</b> Against statutory Management Plan actions and grant criteria</p> <p><b>c) What scrutiny is applied?</b> Joint Committee and AONB Partnership</p> <p><b>d) What is the scrutiny frequency?</b> 3 x year for both Joint Committee and partnership</p>	<p><b>a) Value for money</b> Net budget c£200K. Brings in another £235K through grants from other LAs, NRW and WG for core operations. Functions within resources. Provides added value for DCC and other LA partners. Attracts HLF monies and high profile. DCC benefits from having a nationally recognised Protected Area. Delivers in Corporate Plan Environment Priority and other County Conversation highlights. Important for County tourism product.</p>	a) G



Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
Sustainable Tourism  Visitor Management  Planning and Development  Biodiversity and Nature Conservation							<b>b) Levels of demand (volume and complexity)</b>  The AONB has diverse functions to fulfil. Varied work areas and numerous stakeholder relationships to balance and serve.  Often operating on complex and multi layered issues. Demand for service often outstrips supply and available resources. Balancing people against biodiversity/ nature conservation.	<b>b) Y</b>

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
						<p><b>c) Capacity</b>            Small core team and budget. Team working with DCC (and other LAs)            Countryside team essential and fundamental to success. No distinction made in practice. High demand for functions at all levels but difficult to fulfil and provide service improvements too. Delivers to capacity but expectations are rising.</p> <p><b>d) Safety and compliance</b>            Governance robust. Operates within LA financial regulations. External audit requirement. Open and transparent processes. Stakeholder communication also robust.</p>	<p>c) Y</p> <p>d)</p>	

### 3.9.4. Fleet Services

Function	Current position	Is Function mandatory (M) or Discretionary (D)	Legal duties	Risks of current model	Current risk profile	What reporting, accountability and control mechanisms are in place?	Resilience level criteria	ROYG against resilience level criteria
<b>Tyre replacement and repairs</b>	Delivered by a national tyre company <b>ATS</b>	D	Description of legal duties if mandatory	Risk if company goes bust but plenty of alternative suppliers	<b>G</b>	<p>Narrative to describe mechanisms in place.</p> <p>e) <b>Who commissions the function?</b> Fleet manager</p> <p>f) <b>How is performance reported?</b> Monthly Reports</p> <p>g) <b>What scrutiny is applied?</b> The company is monitored on a weekly basis with particular attention paid to tyre failures</p> <p>h) <b>What is the scrutiny frequency?</b> Weekly but is volume dependent, could be daily in some cases</p>	<p>Narrative to explain resilience against each of the following criteria</p> <p>a) <b>Value for money</b> Benchmarked against Industry standards</p> <p>b) <b>Levels of demand (volume and complexity)</b> Low</p> <p>c) <b>Capacity</b> No significant issues</p> <p>d) <b>Safety and compliance</b> Due diligence undertaken</p>	<p>a) <b>G</b></p> <p>b) <b>G</b></p> <p>c) <b>G</b></p> <p>d) <b>G</b></p>

This page is intentionally left blank



WALES **AUDIT** OFFICE  
SWYDDFA **ARCHWILIO** CYMRU

## Annual Improvement Report – **Denbighshire County Council**

Audit year: 2018-19

Date issued: June 2019

Document reference: 1283A2019-20

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Gwilym Bury, Charlotte Owen, and Jeremy Evans under the direction of Huw Rees

**Adrian Crompton**  
**Auditor General for Wales**  
**Wales Audit Office**  
**24 Cathedral Road**  
**Cardiff**  
**CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

# Contents

## Summary report

2018-19 performance audit work	4
The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward	4
Recommendations and proposals for improvement	4
Audit, regulatory and inspection work reported during 2018-19	6

## Appendices

Appendix 1 – status of this report	13
Appendix 2 – Annual Audit Letter	14
Appendix 3 – national report recommendations 2018-19	17

# Summary report

## 2018-19 performance audit work

- 1 To decide the range and nature of the work we would undertake during the year, we considered how much we already know from all previous audit and inspection work and from other sources of information including Denbighshire County Council (the Council) own mechanisms for review and evaluation. For 2018-19, we undertook improvement assessment work; an assurance and risk assessment project and work in relation to the Wellbeing of Future Generations Act at all councils. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2018-19.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 1](#).

## The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20. However, all councils face significant financial pressures which will need continued attention in the short and medium term to enable them to reach a stable and sustainable financial position.

## Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
  - make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
  - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
  - conduct a special inspection, publish a report and make recommendations; and



- recommend to ministers of the Welsh Government that they intervene in some way.

5 During the course of the year, the Auditor General did not make any formal recommendations. However, we have made a number of proposals for improvement and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

## Audit, regulatory and inspection work reported during 2018-19

Exhibit 1: audit, regulatory and inspection work reported during 2018-19

Description of the work carried out since the last Annual Improvement Report, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
February 2019	<p><b>Assurance and Risk Assessment</b></p> <p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council:</p> <ul style="list-style-type: none"> <li>• putting in place proper arrangements to secure value for money in the use of resources;</li> <li>• putting in place arrangements to secure continuous improvement; and</li> <li>• acting in accordance with the sustainable development principle in setting wellbeing</li> </ul>	<p><b>Arising from our review and discussions with the Council we identified the following challenges for the Council for inclusion in our 2019-20 audit programme<sup>1</sup>:</b></p> <ul style="list-style-type: none"> <li>• assurance and risk assessment: to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources.</li> <li>• financial sustainability: a project common to all local councils that will assess financial sustainability in light of current and anticipated future challenges.</li> <li>• social services budgetary and cost pressures: to assess the challenges associated with social services budgets.</li> </ul>	Not applicable

<sup>1</sup> Subject to change should any matters of risk arise in year

Issue date	Brief description	Conclusions	Proposals for improvement
	objectives and taking steps to meet them.	<ul style="list-style-type: none"> <li>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations: Focus on munciple waste.</li> </ul>	
June 2019	<p><b>Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations</b></p> <p>Examination of the extent to which the Council has acted in accordance with the sustainable development principle when taking the following step: An examination of 'work to reduce the number of properties at risk of flooding in Denbighshire'.</p>	<p><b>The Council is taking promising action to act in accordance with the sustainable development principle when taking steps to reduce the risk of flooding but needs to consider its next steps to further embrace the principles of the Well-being of Future Generations (Wales) Act 2015:</b></p> <ul style="list-style-type: none"> <li>the Council is taking steps to balance current and long-term needs through the focus on long-term flood prevention but needs to consider the sustainability of future work;</li> <li>the Council understands current and future challenges in relation to flood risk management but, although it recognises opportunities to develop more sustainable complementary methods, it is not yet fully demonstrating an approach which tries to prevent problems arising in the future;</li> <li>the Council has taken an integrated approach to delivering the work on flood management and has considered how project outcomes will benefit its partners as well as its own wellbeing objectives but there are opportunities for the Council to strengthen its approach;</li> <li>collaborative working is a key component of the Council's approach and it has worked closely with partners on the design and delivery of flood defences but the links with the farming</li> </ul>	<p>The Council elected to undertake a number of actions as a results of the review, these are detailed in our full <a href="#">report</a>.</p>

Issue date	Brief description	Conclusions	Proposals for improvement
		<p>community and other landowners could be strengthened; and</p> <ul style="list-style-type: none"> <li>the Council is effectively involving stakeholders in the design and delivery of flood management schemes and is responsive to local needs but recognises further work is needed to involve stakeholders and learn from its approach to date.</li> </ul>	
November 2018	<p><b>Annual audit letter 2017-18</b> Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in <b>Appendix 2</b> of this report.</p>	<ul style="list-style-type: none"> <li>The Council complied with its responsibilities relating to financial reporting and use of resources;</li> <li>I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources;</li> <li>my work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems; and</li> <li>the Council has a track record of managing its finances, but the significant financial challenge will continue over the medium term.</li> </ul>	None
<b>Local risk-based performance audit</b>			
December 2018	<p><b>Local government use of data local report</b></p>	<p>The accompanying national report to the local report concluded that local authorities across Wales are slow to develop a culture that values and uses data effectively to improve services and outcomes.</p>	<p>P1 Standardising its data is an area where the Authority can make further improvements. Respondents to our data tool cited a need to integrate 'data held in department silos'. Developing a</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>more unified and corporate approach to using data will help to extend the benefits of data-led decisions to all service areas. A change in culture will be crucial in order to do this and standardise, streamline and integrate data. To begin this process, the Authority should complete a data audit focusing on mapping who holds what data, for what purpose and how it is used. Data tool respondents acknowledge that GDPR may help in this regard but that at present, data held in different forms across the organisation has led to incompatible systems and dispersed ownership of various datasets.</p> <p>P2 The Authority collects data at almost every interaction with its citizens, whether face to face, over the phone or on social media and it needs to ensure it continues to protect the information it holds whilst making the best use of this wealth of data. Updating data sharing protocols and ensuring they are communicated to all relevant officers via refresher training –</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>focusing on what people can do rather than what they cannot do – will help to ensure that service managers know when and what they can share, thereby helping to avoid unnecessary and disproportionate risk aversion when it comes to data sharing.</p> <p>P3 Ensuring adequate resources and sufficient capacity are on-going challenges for all local authorities. In Denbighshire, a significant proportion of senior officers who responded to our data tool do not believe the Authority has invested sufficient resources to analyse data effectively. Without upskilling staff to make better use of data the Authority risks missing opportunities to improve its efficiency and effectiveness in the long-term. Investing to make better use of data will result in better outcomes for citizens and create long-term efficiencies for the Authority. The Well-being of Future Generations (Wales) Act 2015 provides the perfect impetus for the Authority to think long-term.</p> <p>P4 The Authority should review the range and quality of the information</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>needed by decision makers and the format it is presented in. This will enable the Authority to set corporate data reporting standards to ensure the data that is presented to senior officer and Elected Members is accessible, easily understandable and equips decision makers to fulfil their responsibilities as effectively as possible.</p>
June 2019	Leisure services	<p>.  <b>The Council's continued investment in leisure facilities has secured good customer satisfaction, but later stages of its otherwise effective arrangements for considering alternative delivery models were rushed compromising governance</b></p>	<p>P1 The Council should ensure that it does not compromise governance, by setting enough time for good decision making and ensuring that all information is available in good time. For example, by allowing sufficient time for pre-decision scrutiny.</p>
<b>Improvement planning and reporting</b>			
April 2018	<p><b>Wales Audit Office annual improvement audit</b>  Review of the Council's published plans for delivering on improvement objectives.</p>	The Council has complied with its statutory improvement planning duties.	None

Issue date	Brief description	Conclusions	Proposals for improvement
October 2018	<b>Wales Audit Office annual assessment of performance audit</b> Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None
<b>Reviews by inspection and regulation bodies</b>			
Care Inspectorate Wales (CIW) and Estyn	<b>There were no Denbighshire County Council inspections in this period, but as usual Estyn inspected schools and services that are registered with CiW were subject to regular review.</b>		Not Applicable



# Appendix 1

## Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

# Appendix 2

## Annual Audit Letter

24 Cathedral Road / 24 Heol y Gadeirlan  
Cardiff / Caerdydd  
CF11 9LJ  
Tel / Ffôn: 029 2032 0500  
Fax / Ffacs: 029 2032 0600  
Textphone / Ffôn testun: 029 2032 0660  
[info@audit.wales](mailto:info@audit.wales) / [post@archwilio.cymru](mailto:post@archwilio.cymru)  
[www.audit.wales](http://www.audit.wales) / [www.archwilio.cymru](http://www.archwilio.cymru)

Please contact us in Welsh or English.  
Cysylltwch â ni'n Gymraeg neu'n Saesneg.

Councillor Hugh Evans – Leader  
Judith Greenhalgh – Chief Executive  
Denbighshire County Council  
County Hall  
Wynnstay Road  
Ruthin  
LL15 1YN

**Reference:** 958A2018-19

**Date issued:** 30 November 2018

Dear Councillor Evans and Judith Greenhalgh

### Annual Audit Letter - Denbighshire County Council 2017-18

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

#### The Council complied with its responsibilities relating to financial reporting and use of resources

It is Denbighshire County Council's (the Council's) responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare financial statements in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources;

- and issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. We received the draft financial statements on 15 June 2018, two weeks earlier than the statutory deadline. Despite the shorter timescale, the draft financial statements were prepared to a good standard and were supported by comprehensive and timely working papers. The key matters arising from the audit of the financial statements were reported to members of the Corporate Governance Committee in my Audit of Financial Statements report on the 26 September 2018.

On 28 September 2018, I issued an unqualified audit opinion on the Council's financial statements confirming that they present a true and fair view of the Council's financial position and transactions. I issued the certificate confirming that the audit of the accounts had been completed on the 28 September 2018.

### **I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources**

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General published his Annual Improvement Report in September 2018 and concluded that the Council was meeting its statutory requirements in relation to continuous improvement.

### **My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems**

My ongoing work on the certification of grants claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. I will report any key issues to the Corporate Governance Committee in my annual Grants Certification report once this year's programme of certification work is complete.

### **The Council has a track record of managing its finances, but the significant financial challenge will continue over the medium term**

Austerity remains the most significant challenge facing local government bodies in Wales and these financial pressures are likely to continue for the medium term. The recent local government funding settlement will see the Council's funding decrease by 0.5%.

In 2017-18 the Council reported a £1.1 million underspend, achieved in part through a £2.1 million budgeted contribution from earmarked reserves used to fund service pressures. As at 31 March 2018, the Council maintained its Council Fund reserve at £7.5 million and held £29.4 million in earmarked reserves (excluding the Housing Revenue Account).

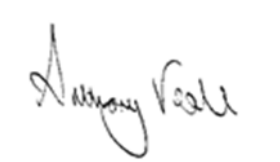
In order to set a balanced budget for 2018-19, the Council had to identify efficiencies and savings of £4.6 million. As at October 2018, the Council reported that the majority of the required efficiencies and savings had been achieved and was on track to deliver the £4.6 million. Nevertheless, the Council was projecting a year-end overspend of £1.2 million on services and corporate budgets primarily due to continuing cost pressures within Highways and Environment and the Education and Children's Service. The Chief Finance Officer included commentary within the October 2018 Finance Report to Cabinet, emphasising the importance of services continuing to manage budgets both in the current financial year and beyond, particularly in light of the continuing financial pressures.

The Council's financial outlook remains very challenging and the latest published forward financial plan projected a revenue funding shortfall of £6.4 million in 2019-20. In response to the financial pressures, the Council established its 'Reshaping the Council Board' in January 2018 with responsibility for developing the next iteration of the Council's Medium Term Financial Strategy, supporting the delivery of Corporate priorities, driving the wider strategic direction of the Council but also ensuring there is an effective process in place to deliver a balanced budget annually.

The challenging financial position represents a significant risk to the Council. Managing the financial position in 2018-19 and setting a balanced budget for 2019-20 are key priorities coupled with updating its medium term financial strategy. We will continue to monitor progress.

The financial audit fee for 2017-18 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Anthony Veale', enclosed in a thin black rectangular border.

**Anthony Veale**  
**Engagement Director**  
**For and on behalf of the Auditor General for Wales**

# Appendix 3

## National report recommendations 2018-19

Exhibit 2: national report recommendations 2018-19

Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR.

Date of report	Title of review	Recommendation
October 2018	<u><a href="#">Procuring Residual and Food Waste Treatment Capacity</a></u>	<p>R1 The projections for the three residual waste projects in the Programme assume that, across the 14 councils involved, the overall amount of residual waste will increase through the lifetime of the contracts. If these projections are accurate then something significant would have to occur beyond 2040 to reach zero waste across these council areas by 2050. If the projections are not accurate then there is the risk that councils will pay for capacity they do not need. <b>We recommend that the Welsh Government:</b></p> <ul style="list-style-type: none"> <li>• in reviewing the Towards Zero Waste strategy, considers how its ambition of there being no residual waste by 2050 aligns with current projections for residual waste treatment; and</li> <li>• works with councils to consider the impact of changes in projections on the likely cost of residual waste projects and any mitigating action needed to manage these costs.</li> </ul> <p>R2 The Welsh Government’s programme support to date has mainly focused on project development and procurement. Now that most of the projects are operational, the focus has</p>

Date of report	Title of review	Recommendation
		<p>shifted to contract management. <b>We recommend that the Welsh Government continue its oversight of projects during the operational phase by:</b></p> <ul style="list-style-type: none"> <li>• <b>building on its existing model of providing experienced individuals to assist with project development and procurement and making sure input is available to assist with contract management if required;</b></li> <li>• <b>setting out its expectations of councils regarding contract management;</b></li> <li>• <b>ensuring partnerships revisit their waste projections and associated risks periodically, for example to reflect updated population projections or economic forecasts; and</b></li> <li>• <b>obtaining from partnerships basic management information on gate fees paid, amount of waste sent to facilities and quality of contractor service.</b></li> </ul>
November 2018	<b><u>Local Government Services to Rural Communities</u></b>	<p>R1 Socio economic change, poor infrastructure and shifts in provision of key services and facilities has resulted in the residualisation of communities in rural Wales. <b>We recommend that Welsh Government support public bodies to deliver a more integrated approach to service delivery in rural areas by:</b></p> <ul style="list-style-type: none"> <li>• <b>refreshing rural grant programmes to create sustainable financial structures, with multi-year allocations; and</b></li> <li>• <b>helping people and businesses make the most of digital connectivity through targeted and more effective business and adult education support programmes.</b></li> </ul> <p>R2 The role of Public Service Boards is evolving but there are opportunities to articulate a clearer and more ambitious shared vision for rural Wales (see paragraphs 2.2 to 2.9 and</p>

Date of report	Title of review	Recommendation
		<p>2.28 to 2.31). <b>We recommend that PSB public services partners respond more effectively to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• <b>assessing the strengths and weaknesses of their different rural communities using the Welsh Governments Rural Proofing Tool and identify and agree the local and strategic actions needed to support community sustainability; and</b></li> <li>• <b>ensuring the Local Well-Being Plan sets out a more optimistic and ambitious vision for ‘place’ with joint priorities co-produced by partners and with citizens to address agreed challenges.</b></li> </ul> <p>R3 To help sustain rural communities, public services need to think differently in the future (see paragraphs 3.1 to 3.12). <b>We recommend councils provide a more effective response to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• <b>ensuring service commissioners have cost data and qualitative information on the full range of service options available; and</b></li> <li>• <b>using citizens’ views on the availability, affordability, accessibility, adequacy and acceptability of council services to shape the delivery and integration of services.</b></li> </ul> <p>R4 To help sustain rural communities, public services need to act differently in the future (see paragraphs 3.1 to 3.12). <b>We recommend councils do more to develop community resilience and self-help by:</b></p> <ul style="list-style-type: none"> <li>• <b>working with relevant bodies such as the Wales Co-operative Centre to support social enterprise and more collaborative business models;</b></li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• providing tailored community outreach for those who face multiple barriers to accessing public services and work;</li> <li>• enhancing and recognising the role of town and community councils by capitalising on their local knowledge and supporting them to do more;</li> <li>• encouraging a more integrated approach to service delivery in rural areas by establishing pan-public service community hubs, networks of expertise, and clusters of advice and prevention services;</li> <li>• enabling local action by supporting community asset transfer identifying which assets are suitable to transfer, and having the right systems in place to make things happen; and</li> <li>• improving community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</li> </ul>
November 2018	<u><a href="#">Waste Management in Wales: Municipal Recycling</a></u>	<p>R1 Benchmarking work has found that the cost of certain waste management services show surprising variation (paragraphs 1.31-1.39). <b>The Welsh Government should work with councils to understand better the basis of the variation in spending on waste management services that are fundamentally the same and ensure that waste management costs are accounted for in a consistent way.</b></p> <p>R2 The Welsh Government believes that, if applied optimally, its Collections Blueprint offers the most cost-effective overall means of collecting recyclable resources but is planning further analysis (paragraphs 1.40-1.51). <b>When undertaking its further analysis to understand better the reasons for differences in councils' reported costs, and the impact on costs where councils have adopted the Collections Blueprint, we recommend that the Welsh Government:</b></p>



Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• explores how the cost of collecting dry recyclables may affect the overall cost of providing kerbside waste management services to households; and</li> <li>• compares the actual costs with the costs modelled previously as part of the Welsh Government-commissioned review of the Collections Blueprint for councils that now operate the Collections Blueprint.</li> </ul> <p>R3 The Welsh Government has undertaken to consider alternatives to the current weight-based recycling targets which can better demonstrate the delivery of its ecological footprint and carbon reduction goals (paragraphs 2.38-2.45). <b>We recommend that the Welsh Government replace or complement the current target to recycle, compost and reuse wastes with performance measures to refocus recycling on the waste resources that have the largest impact on carbon reduction, and/or are scarce. We recognise that the Welsh Government may need to consider the affordability of data collection for any alternative means of measurement.</b></p> <p>R4 In refreshing Towards Zero Waste, the Welsh Government needs to show that wider sustainability benefits sought through municipal recycling offer value and cannot be more readily attained in other ways and at lower cost including, but not necessarily limited to, other waste management interventions (paragraphs 2.52-2.53). <b>The Welsh Government should demonstrate in the revised waste strategy that not only is it possible to recycle a greater proportion of municipal waste, but how doing so maximises its contribution to achieving its sustainable development objectives.</b></p>
November 2018	<b><u>Provision of Local Government Services to Rural</u></b>	R1 Local authorities need to do more to make CATs (Community Asset Transfers) simpler and more appealing,

Date of report	Title of review	Recommendation
	<u>Communities: Community Asset Transfer</u>	<p>help build the capacity of community and town councils, give them more guidance in raising finance, and look to support other community development models such as social enterprises that support social value and citizen involvement. <b>In addition, we recommend that local authorities monitor and publish CAT numbers and measure the social impact of CATs.</b></p> <p>R2 Local authorities have significant scope to provide better and more visible help and support before, during, and after the community asset transfer process. <b>We conclude that there is considerable scope to improve the business planning, preparation, and aftercare for community asset transfer. We recommend that local authorities:</b></p> <ul style="list-style-type: none"> <li>• identify community assets transfer’s role in establishing community hubs, networks of expertise and clusters of advice and prevention services;</li> <li>• work with town and community councils to develop their ability to take on more CATs;</li> <li>• identify which assets are suitable to transfer, and clarify what the authority needs to do to enable their transfer;</li> <li>• ensure their CAT policy adequately covers aftercare, long term support, post transfer support, signposting access to finance, and sharing the learning about works well; and</li> <li>• support community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</li> </ul>
December 2018	<u>The maturity of local government in use of data</u>	<p>R1 <b>Part 1 of the report highlights the importance of creating a strong data culture and clear leadership to make better use of data.</b> We recommend that local authorities:</p> <ul style="list-style-type: none"> <li>• have a clear vision that treats data as a key resource;</li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• establish corporate data standards and coding that all services use for their core data;</li> <li>• undertake an audit to determine what data is held by services and identify any duplicated records and information requests; and</li> <li>• create a central integrated customer account as a gateway to services.</li> </ul> <p><b>R2 Part 2 of the report notes that whilst it is important that authorities comply with relevant data protection legislation, they also need to share data with partners to ensure citizens receive efficient and effective services. Whilst these two things are not mutually exclusive, uncertainty on data protection responsibilities is resulting in some officers not sharing data, even where there is agreement to provide partners with information. We recommend that authorities:</b></p> <ul style="list-style-type: none"> <li>• provide refresher training to service managers to ensure they know when and what data they can and cannot share; and</li> <li>• review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities.</li> </ul> <p><b>R3 In Part 3 of our report, we conclude that adequate resources and sufficient capacity are ongoing challenges. However, without upskilling staff to make better use of data, authorities are missing opportunities to improve their efficiency and effectiveness. We recommend that authorities:</b></p> <ul style="list-style-type: none"> <li>• identify staff who have a role in analysing and managing data to remove duplication and free up resources to build and develop capacity in data usage; and</li> </ul>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> <li>• invest and support the development of staff data analytical, mining and segmentation skills.</li> </ul> <p><b>R4 Part 4 of our report highlights that authorities have more to do to create a data-driven decision-making culture and to unlock the potential of the data they hold. We recommend that local authorities:</b></p> <ul style="list-style-type: none"> <li>• set data reporting standards to ensure minimum data standards underpin decision making; and</li> <li>• make more open data available.</li> </ul>
March 2019	<u><a href="#">Waste Management in Wales - Preventing waste</a></u>	<p><b>R1 Increasing the focus on waste prevention to reflect the overall aims of Towards Zero Waste</b></p> <p>Available data on the amount of waste produced suggests mixed progress to deliver the Welsh Government’s waste prevention targets. We recommend that the Welsh Government:</p> <ol style="list-style-type: none"> <li>a) revisits the relative priority it gives to recycling and waste prevention as part of its review of Towards Zero Waste;</li> <li>b) sets out clearly the expectations on different organisations and sectors for waste prevention; and</li> <li>c) revisits its overall waste prevention targets and the approach it has taken to monitor them in light of progress to date, examples from other countries and in the context of current projections about waste arising through to 2050.</li> </ol> <p><b>R2 Improving data on commercial, industrial, construction and demolition waste</b></p> <p>The Welsh Government is a partner in initial work to assess the feasibility of developing a new digital solution to track all waste. If this preferred option does not succeed, we recommend that the Welsh Government works with Natural Resources Wales to explore the costs and benefits of other options to improve non-municipal waste data in Wales, including additional powers to require waste data from businesses.</p>

Date of report	Title of review	Recommendation
		<p><b>R3 Enhancing producer responsibility and using more legal, financial and fiscal levers</b></p> <p>The Welsh Government has opportunities to influence waste prevention through legislation and financial incentives. It can also influence changes at UK level where fiscal matters are not devolved. We recommend that the Welsh Government consider whether provisions to extend producer responsibility and the use of financial powers such as grant conditions, fiscal measures and customer charges and incentives, are needed to promote and to prioritise waste prevention.</p>

Wales Audit Office  
24 Cathedral Road  
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: [info@audit.wales](mailto:info@audit.wales)

Website: [www.audit.wales](http://www.audit.wales)

Swyddfa Archwilio Cymru  
24 Heol y Gadeirlan  
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: [post@archwilio.cymru](mailto:post@archwilio.cymru)

Gwefan: [www.archwilio.cymru](http://www.archwilio.cymru)

## Corporate Governance Committee Forward Work Programme

<b>11 SEPT 2019</b>		<b>Standing Items</b>	
	1	Issues Referred by Scrutiny Committees (if any)	Scrutiny Coordinator – Rhian Evans
	2	Recent External Regulatory Reports Received (if any)	Head of Business Improvement & Modernisation– Alan Smith, Nicola Kneale
	3	Internal Audit Update (CIPFA update)	Chief Internal Auditor – Lisa Lovegrove
	4	Forward Work Programme	Democratic Services
		<b>Reports</b>	
	5	Audit of Financial Statement Reports	WAO
	6	Approval of Statement of Accounts	Head of Finance – Richard Weigh
	7	Annual H&S Report	Head of H&S –Gerry Lapington
Page 265	8	Update report on the Low Assurance Audit report – Registration Service (requested at 23/01/19)	Chief Internal Auditor – Lisa Lovegrove
	9	Annual report on the Constitution	Head of Legal, HR and Democratic Services - Gary Williams / Chief Internal Auditor – Lisa Lovegrove
	10	Internal Audit Report – Section 106 (update)	Chief Internal Auditor – Lisa Lovegrove
	11	Updated Risk Management Guide	Planning and Performance Officer – Emma Horan
<b>20 NOV 2019</b>		<b>Standing Items</b>	
	1	Issues Referred by Scrutiny Committees (if any)	Scrutiny Coordinator – Rhian Evans
	2	Recent External Regulatory Reports Received (if any)	Head of Business Improvement & Modernisation– Alan Smith, Nicola Kneale
	3	Internal Audit Update (CIPFA update)	Head of Internal Audit – Lisa Lovegrove
	4	Forward Work Programme	Democratic Services
		<b>Reports</b>	
	5	Annual report on Whistle Blowing	Head of Legal, HR and Democratic Services / Gary Williams
	6	Annual Governance Statement	Chief Internal Auditor – Lisa Lovegrove

## Corporate Governance Committee Forward Work Programme

	7	Information management in Schools	Chief Internal Auditor – Lisa Lovegrove
	8	Budget Update	Head of Finance – Richard Weigh
	9	Financial capital plan	Head of Finance – Richard Weigh
	10	Cost Safeguards in relation to major projects, contracts and procurements	Head of Finance
	11	Annual Complaints Report & Ombudsman’s Annual Letter	Head of Legal, HR and Democratic Services / Gary Williams
	12	Safeguarding report	WAO
	13	Health and Safety in Schools	Head of Internal Audit – Lisa Lovegrove
<b>Feb 2020</b>		<b>Standing Items</b>	
Page 266	1	Issues Referred by Scrutiny Committees (if any)	Scrutiny Coordinator – Rhian Evans
	2	Recent External Regulatory Reports Received (if any)	Head of Business Improvement & Modernisation– Alan Smith, Nicola Kneale
	4	Forward Work Programme	Democratic Services
		<b>Reports</b>	
	5	Treasury Management Strategy	Head of Finance – Richard Weigh
	6	AGS Improvement Plan Update	Head of Legal, HR and Democratic Services / Gary Williams
<b>March 2020</b>		<b>Standing Items</b>	
	1	Issues Referred by Scrutiny Committees (if any)	Scrutiny Coordinator – Rhian Evans
	2	Recent External Regulatory Reports Received (if any)	Head of Business Improvement & Modernisation– Alan Smith, Nicola Kneale
	3	Internal Audit Update (CIPFA update)	Head of Internal Audit – Lisa Lovegrove
	4	Forward Work Programme	Democratic Services
		<b>Reports</b>	
	5	Certification of Grants & Returns 2017/18	Chief Finance Officer – Richard Weigh
	6	Budget Process	Chief Finance Officer- Richard Weigh



## Corporate Governance Committee Forward Work Programme

	7	Internal Audit Strategy & Charter	Head of Internal Audit – Lisa Lovegrove

NB The exact date of publication of occasional reports by for example Wales Audit Office or Annual Reports by the Ombudsman are not presently known. They will be assigned a meeting date as soon as practicable.

This page is intentionally left blank