



**WATFORD
BOROUGH
COUNCIL**

DRAFT

STATEMENT OF ACCOUNTS

2019/20

Contents

STATEMENT OF RESPONSIBILITIES	1
NARRATIVE STATEMENT	2
ANNUAL GOVERNANCE STATEMENT.....	11
CORE FINANCIAL STATEMENTS	22
EXPLANATION OF CORE FINANCIAL STATEMENTS	22
MOVEMENT IN RESERVES STATEMENT	23
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT	24
BALANCE SHEET.....	25
CASH FLOW STATEMENT.....	26
NOTES TO THE CORE FINANCIAL STATEMENTS	27
1. Accounting Policies - Single Entity and Group Accounts	27
2. Accounting Standards that have been issued but have not yet been adopted	46
3. Critical Judgements in Applying Accounting Policies	46
4. Prior Period Adjustments.....	47
5. Events after the Balance Sheet date	47
6. Assumptions Made About the Future and Other Major Sources of Uncertainty.....	48
7(a) Expenditure and Funding Analysis	50
7(b) Note to Expenditure and Funding Analysis.....	51
8. Adjustments between accounting basis and funding basis under regulations	52
9. Other Operating Income and Expenditure	54
10. Financing and Investment Income and Expenditure	54
11. Taxation and Non Specific Grant Incomes.....	54
12. Expenditure and Income analysed by Nature	55
13. Grant Income.....	56
14. Joint Operations	56
15. External Audit Costs	57
16. Members Allowances	57
17. Officers' Remunerations	58
18. Termination Benefits.....	60
19. Related Party Transactions	60
20. Partnership Working	63
21. Property, Plant and Equipment.....	64
(a) Movement of Property, Plant and Equipment	64
(b) Revaluations	65
(c) Information About Depreciation Methodologies	66
22. Heritage Assets	66
23. Investment Properties and Surplus Assets	67
(a) Movement of Investment Properties and Surplus Assets.....	67
(b) Accounted for in Comprehensive Income and Expenditure Statement	68
24. Capital Expenditure, Financing and Commitments	69

25	Leases.....	70
26	Debtors & Investments - Long Term	70
27	Debtors - Short Term.....	71
28	Cash and Cash Equivalents	71
29	Cash Flow Statement- Operating, Investing and Financing Activities.....	71
30	Creditors - Short Term.....	72
31	Creditors - Long Term	73
32	Provisions.....	73
33	Defined Benefit Pension Scheme	74
34	Contingent Assets and Liabilities	79
35	Usable Reserves	79
	(a) Movement in Usable Reserves.....	79
	(b) Capital Receipts Reserve.....	79
	(c) Earmarked Reserves.....	80
	(d) General Fund Reserves	83
	(e) Capital Grant Unapplied.....	83
36	Unusable Reserve	84
	(a) Movement in Unusable Reserves.....	84
	(b) Capital Adjustment Account	84
	(c) Collection Fund Adjustment Account.....	85
	(d) Deferred Capital Payments	86
	(e) Deferred Capital Receipts	86
	(f) Pension Reserve.....	87
	(g) Revaluation Reserve.....	87
37	Disclosure of Nature and Extent of Risk Arising from Financial Instruments	88
	COLLECTION FUND.....	93
	NOTES TO THE COLLECTION FUND.....	94
	CF1 Council Tax Payers.....	94
	CF2 Business Rate Payers.....	95
	GROUP ACCOUNTS	97
	GROUP MOVEMENT IN RESERVES STATEMENT.....	98
	GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT	99
	GROUP BALANCE SHEET	100
	GROUP CASH FLOW STATEMENT.....	101
	NOTES TO THE GROUP ACCOUNTS	102
	1. The Group Accounting Policies.....	102
	2. Watford Borough Council's Share of Joint Venture Company within the Group.....	102
	3. Related Party Transactions.....	103
	4. WHCP Members' Capital Contributions (Loan Notes).....	104
	GLOSSARY OF TERMS AND ABBREVIATIONS.....	105

Statement of Responsibilities for the Statement of Accounts

The Council's Responsibilities

The Council is required to:

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

The Chief Financial Officer's Responsibilities

The Director of Finance is responsible for the preparation of the Council's Statement of Accounts in accordance with proper practices as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom.

In preparing the Statement of Accounts, the Director of Finance has:

- ◆ selected suitable accounting policies and then applied them consistently;
- ◆ made judgements and estimates that were reasonable and prudent; and
- ◆ complied with the Code of Practice.

The Director of Finance has also:

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

Opinion

The draft Statement of Accounts presents a true and fair view of the financial position of Watford Borough Council as at 31 March 2020 and its income and expenditure for the year ended 31 March 2020.

Signed

Date: 31 August 2020

Alison Scott, CPFA
Director of Finance

Signed

Date: 31 August 2020

Mark Hofman
Chairman of Audit Committee

Narrative Statement

1 An introduction to Watford Borough Council's organisational overview and external environment

In February 2019 a report was taken to Cabinet and subsequently approved at Council to create a Corporate Plan 2019/20. Three years since the previous Corporate Plan was created when led by the previous Mayor, this was a timely test of both the vision and priorities, and reflects a number of considerations:

- The Elected Mayor's manifesto and ambitions,
- The councils' vision, priorities, values and supporting themes,
- The town and council's challenges and opportunities, and
- The council's budget and Medium Term Financial Strategy.

The Corporate Plan 2019/20 can be found at the following link:

https://www.watford.gov.uk/downloads/download/394/corporate_plan

This sets out the strategic direction for council, including how it will meet the challenges and opportunities of the Watford 2020 transformation programme and deliver its corporate priorities for the town and the council.

2 Overview of the financial underpinning of service delivery

During the year, the Council progressed its vision in the delivery of a bold and progressive future for Watford. The financial underpinning of this was through the approval of the revenue budget in January 2019 for the following activities:

Service Area	Approved budget 2019/20 £000
Community and Environmental	8,925
Corporate Strategy and Communications	1,029
Democracy and Governance	3,468
HR Shared Service	656
Place Shaping & Performance	(5,825)
Service Transformation	2,538
Strategic Finance	1,905
Total Net Expenditure	12,696

The Council also approved a Capital Programme for 2019-22 of £198.3 million. The five largest schemes in these three years were:

	£m
Riverwell (Watford Health Campus Partnership)	56.6
Hart Homes	50.6
Watford Business Park redevelopment	16.1
Town Hall redeployment	9.1
Woodside Sports Village	9.1

In 2018, the Council was approached to see if it would be interested in an investment relating to Croxley Park. The existing owners were seeking to lower the risk profile relating to their investments, as they had an increasing number of mature pension schemes. There was therefore an opportunity for the Council to be both proactive and prudent in the management of a substantial, prestige development on the boundary that is and has the potential to remain a key provider of well-paid employment from a diverse range of companies for residents in the borough.

This would occur through the acquisition of a 40 year head lease in Croxley Business Park, with an option to obtain the freehold of the Park at the end of the term.

Narrative Statement

Careful and thorough due diligence and negotiation occurred over many months. This led to reports to Members, culminating in unanimous approval by Council of the final £92m deal in January, in the week before the budget was set for 2019/20.

The Council completed its acquisition of Croxley Park in July 2019. As a result the Council is committed to paying the head lease rental of £9.2m per annum, increasing by RPI annually capped at 5%. The Council will receive rent from tenants which is modelled to provide over the 40 year term an additional £1.5 million per annum income within the revenue budget. As part of the deal the Council received £24 million in respect of rental top ups and £68 million towards the planned maintenance programme.

3 Evolution of the Corporate Plan

The current Mayor was elected to office in May 2018. Over the last year real progress has been made in delivering many of the commitments set out in the corporate plan. There was greater focus on making the town more environmentally friendly and to tackle the climate change agenda.

The emphasis on sustainable transport initiative is a fundamental part of our sustainability plans and a number of initiatives have been achieved;

- Travel/Watford transport app
- Bike Share Scheme
- Demand Responsive bus
- Electric vehicle charging points
- A new home for cycling in Watford

The 2020-24 plan can be found here.

https://www.watford.gov.uk/info/20016/the_council/108/council_plan_2020-24_and_delivery_plan_2020-22

4 Risks and Opportunities

The embedding of risk management continued in 2019/20. The Group Head of Legal and Democracy presents an annual risk report to the Audit Committee in December to cover the elements of risk management including the appetite and treatment of risk and the corporate risk register to ensure risks are being managed appropriately. Financial risks are reported and monitored by the Audit Committee.

Appendix 1 Corporate Risk Register

<https://watford.moderngov.co.uk/documents/s24013/Appendix%201%20for%20Annual%20Risk%20Report.pdf>

and Appendix 2 Risk Management Strategy

<https://watford.moderngov.co.uk/documents/s24012/Appendix%202%20for%20Annual%20Risk%20Report.pdf>

Risks relating to the Watford 2020 programme were included as discrete elements in the regular update reports provided for consideration to the Overview and Scrutiny Committee (OSC). For example, in July 2019 the following report went to OSC:

<https://watford.moderngov.co.uk/documents/s22374/Appendix%201%20-%20Watford%202020%20Update.pdf>

5 Strategic Resource Allocation and Performance Monitoring

The Council provides updates during the year and any changes during the year are reflected in the revised budget. This was agreed in January 2020, as usual, as part of the MTFs (Medium Term Financial Strategy) for 2020/21. This is supported by regular budget monitoring during the year, monthly to officers and quarterly to Members. The MTFs approved for 2020/21 including the revised budget for 2019/20 and as amended for the decision of Council on 28 January 2020 is on the following page.

The revised budget shown for 2019/20 includes approved carry forwards of £1.302 million from 2018/19, which were approved by Cabinet in June 2019 and subsequently Council in July 2019.

Narrative Statement

The gap shown in the MTFS can be funded from reserves and reflects the fact that long term ongoing savings do not come through in a full year until the end of the MTFS period. The Council Tax base figures in the MTFS for future years also include projected growth in the base but no allowance for an increase in council tax level for inflation.

Narrative Statement

 WATFORD BOROUGH COUNCIL BE BOLD	2019/20	2019/20	2020/21	2021/22	2022/23
	Original	Revised	Draft	Draft	Draft
	£000s	£000s At Period 8	£000s	£000s	£000s
Corporate Strategy & Communications	1,029	1,087	1,042	1,057	1,057
Place Shaping & Performance	(5,825)	(6,228)	(6,397)	(6,522)	(6,522)
Strategic Finance	2,193	2,276	2,292	2,255	2,255
Service Transformation	2,538	4,776	2,773	2,820	2,820
Community & Environmental	8,925	9,411	8,970	9,060	9,060
Democracy & Governance	3,468	1,970	1,992	2,011	2,011
HR Shared Service	656	627	661	666	666
Net cost of services	12,984	13,919	11,333	11,346	11,346
Corporate Budgets					
Dividends & Interest earned	(3,254)	(2,254)	(1,304)	(2,251)	(3,251)
Vacancy provision	(95)	(95)	(95)	(95)	(95)
Apprentice Levy	30	30	30	30	30
Internal support to capital programme	(677)	(677)	(677)	(677)	(677)
Contingency	216	816	214	210	210
Interest payable & borrowing costs	1,042	292	1,730	2,230	2,230
Pension Fund deficit payments	2,449	2,449	2,449	2,449	2,449
Sub-Total	(288)	562	2,348	1,897	897
Financial Planning					
Salary Changes (Including Employers Lump Sum)	0	0	479	727	1,085
Changes from Shared Services	0	0	(134)	(59)	15
Growth	0	0	672	729	510
Income & Efficiencies	0	0	(37)	(63)	(92)
Changes to Business Rates on Council Property	0	0	42	38	48
W2020	0	721	(168)	(234)	(339)
Garden Waste charging	0	0	(295)	(445)	(445)
Environmental Health Contract	0	0	(154)	(164)	(164)
Demand Responsive Transport	0	(741)	741	0	0
Croxley Park	0	500	0	0	0
PIB income target reduction	0	0	400	0	(400)
Net effect of Fees & Charges	0	0	25	25	25
Impact of Capital Programme	0	0	0	2	2
Leisure Contract Management fee	0	0	0	0	(60)
Additional Borrowing costs	0	0	500	120	710
Sub-Total	0	480	2,072	676	896
Total Net Expenditure	12,696	14,961	15,753	13,919	13,139
Planned Use of Reserves					
Contributions to reserves	2,782	1,782	157	157	1,000
Contributions from reserves- Incl W2020 & Carry forward Reserve	(530)	(1,277)	(1,517)	(334)	(641)
Sub-Total	2,252	505	(1,360)	(177)	359
Funding					
Council Tax	(8,809)	(8,809)	(9,160)	(9,437)	(9,722)
Business Rates	(3,552)	(3,552)	(3,152)	(3,002)	(3,002)
New Homes Bonus	(753)	(753)	(772)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	(250)	(250)	(250)
Additional Government Funding	(400)	(400)	(400)	0	0
Sub-Total	(13,764)	(13,764)	(13,734)	(13,265)	(13,550)
Total Funding & Use of Reserves	(11,512)	(13,259)	(15,094)	(13,442)	(13,191)
Gap	1,184	1,702	658	477	(53)
Reserves - opening balances					
Reserves - opening balances	(12,683)	(18,501)	(19,006)	(17,646)	(17,469)
Planned use of reserves	(2,252)	(505)	1,360	177	(359)
Gap funded from reserves	1,184	1,702	658	477	(53)
Reserves - closing balances	(13,751)	(17,304)	(16,988)	(16,992)	(17,881)
Council Tax Rate Calculation					
Council tax base	32,840.6	32,840.6	33,480.0	33,814.8	34,152.9
Council tax charge for band D	£ 268.23	£ 268.23	£ 273.59	£ 279.07	£ 284.65
£	8808.97	8808.97	9159.95	9436.58	9721.56

Narrative Statement

6 Performance, including outturn for 2019/20

Revenue Outturn 2019/20

The financial performance below is in the same format as that used to report to Members during the financial year. It reflects the spend to be met by district taxpayers and the balance held for working capital. These management account figures differ from the Net Cost of Services in the financial accounts, the Comprehensive Income and Expenditure Statement (CIES), because the CIES also includes costs relating to depreciation, revenue spend funded from capital under statute and certain pension adjustments.

Service Area	Revised Budget	Outturn	Variance
	£000	£000	£000
Service Transformation	5,497	4,946	(551)
Community & Environmental	9,420	9,255	(165)
Democracy & Governance	1,970	1,800	(170)
Place Shaping & Performance	(6,478)	(5,303)	1,175
Corporate Strategy & Communications	1,087	1,194	107
Human Resources	627	551	(76)
Strategic Finance (this includes pension liability costs of £2.3m)	2,838	1,601	(1,237)
Net Direct Cost of Service	14,961	14,044	(917)
		Carry Forwards	725
		Total Variance	(192)

The General Fund Working Balance of £2.0m (2018/19 2.0m) reflected the revised target created with the 2019/20 MTFS budget.

The major service variances at outturn were:

- Underspend of £341k on service transformation projects, these will now be completed in 2020/21 and therefore £282k to be carried forward to 2020/21.
- Routine maintenance costs on buildings were lower by £200k.
- Sports centre budget development work of £185k is to be carried forward to be completed in 2020/21.
- Staffing costs were higher by £134k on Community Protection Team due to agency cover required for vacant posts and additional work load.
- Income from investment assets outsourced was lower by £662k.
- Interest received from Croxley Park was £413k
- Borrowing costs were £144k lower, due to timing differences in capital projects starting and funding requirements.

Capital Outturn 2019/20

Capital expenditure is incurred on assets that benefit the community over a number of years.

Key capital projects included:

- the continuing developments at the Riverwell site, with the LABV (Local Asset Backed Vehicle) Watford Health Campus Partnership with Kier;
- Substantial improvements to the Public Realm including the High Street and Clarendon Road;
- Evolving development of the Watford Business Park;
- Investment in Oxhey Park including leisure and recreational facilities;

Narrative Statement

- Replacement of ageing vehicles notably street cleansing and refuse vehicles.

Capital expenditure for 2019/20 is shown below:-

Service Area	Latest Budget	Outturn	Variance
	£000	£000	£000
Service Transformation	2,419	1,425	(994)
Community & Environmental	10,760	8,318	(2,442)
Place Shaping & Performance	27,887	11,672	(16,215)
Strategic Finance	979	666	(313)
Total	42,045	22,081	(19,964)

The Council completed and funded £22.081m of capital works in 2019/20 (£16.852m in 2018/19). Key variations in the Capital Programme include:

- £7.8M rephasing relating to Hart Homes due to delays in progressing schemes.
- £4.0M of rephasing for temporary housing accommodation due to increased activity in 2020/21.
- £2.1M rephasing relating to the ongoing investment at Watford Business Park.
- £1.2M rephasing towards the acceleration of suitable housing provision.
- £1.0M rephasing for completion of Oxhey Park.

Funding came from £5.81m from capital receipts, £4.42m from grants & contributions, £0.808m from reserves, £0.322m from Section 106 receipts and £10.72m from borrowing.

The Council is involved in two long term major schemes at Watford Riverwell and Watford Business Park where spend during the year was £2.5m and £2.9m respectively. Other notable projects during the year relate specifically to Public Realm schemes totaling £3.4m as well as Community & Environmental projects regarding Oxhey Park and vehicle replacement totaling £2.5m and £2.45m respectively.

Borrowing Facilities and Capital Borrowing

The Council did externally borrow in 2019/20 and the expectation is for this to continue in order to fund future capital investment requirements

Pensions

The Council has disclosed its full liabilities to the Hertfordshire Pension Fund. The CIES includes the charges made for retirement benefits in accordance with ISA 19 (International Accounting Standard).

The MIRS (Movement in Reserves Statement) shows how this is adjusted for in the General Fund for the actual amount paid to the Fund in the year (i.e. the amount met from Council Tax). The Balance Sheet shows a net Liability to the Fund at 31 March 2020 of £48.680m. This has decreased from £63.053m at 31 March 2019 and reflects actuarial changes.

There are statutory arrangements for funding the deficit that protect the council's financial position. Note 33 to the Core Statement of Accounts provides further information.

Following the results of the triennial valuation of the pension fund, on the advice of the pension fund actuaries the Council made a contribution of £3.692m in 2019/20 (£3.592m in 2018/19), of which £2.449m (£2.349m in 2018/19) was to reduce the deficit on the Pension Fund.

Narrative Statement

Performance Monitoring

The Council has a thorough performance monitoring system for Members fully in the public domain and on the Council's website. There are regular quarterly reports to the Overview and Scrutiny Committee for key performance indicators (kpi's). This is supported by the work of the Outsourced Services Scrutiny Panel, which received quarterly reports and regular presentations with questions and answer sessions on services within its scope. There is also a regular Finance Digest to the Budget Panel for financial performance monitoring.

7 Outlook

The Council has been successfully undertaking a transformational approach to its service and financial challenges, and is well placed to continue with this in the short and medium term.

The deal for Croxley Business Park provides a prudent and effective improvement to the Council's financial position, and protects a key asset for the residents' economic resilience and vibrancy going forward.

Working effectively in partnership continues to bring both significant economic and community benefits. The joint venture at Riverwell, which will take over a decade to realise, has already brought gains through improved infrastructure and is scheduled to deliver significant housing for all ages and of all types. The Town Centre upgrade and expansion of the Intu site enables the borough to be well placed to retain retail usage and offers the wider package to encourage full town centre use in the day and evening. Having anticipated the change in use of town centres, and coupled with a diverse investment property portfolio, the council is as well placed as is possible given the uncertain wider picture nationally.

There may be a need to borrow in the medium term (2020/23) for future developments or investments as these are identified. Where this is necessary it will always be preceded by appropriate, careful due diligence and business planning, and fully within the Prudential Borrowing regime.

8 Going Concern

The accounts are prepared on a going concern basis; that is, on the assumption that the functions of the Council will continue in operational existence for the foreseeable future from the date that the accounts are authorised for issue.

The Council has carried out a detailed assessment of the likely impact of COVID-19 on its financial position and performance during 2019/20, 2020/21 and beyond. This included consideration of the following:-

Loss of income on a service by service basis, due to temporary closures, reduction in demand, and increased collection losses.

Additional expenditure on a service by service basis, e.g. provision of new and expanded services in response to the crisis (such as additional costs relating to temporary accommodation for the homeless), and additional costs associated with changes to working practices (such as remote working).

Changes to government policy, e.g. changes to business rate reliefs, guidance on supplier relief, additional funding for local authorities, and additional responsibilities which sit alongside this.

The impact on the Council's capital programme, e.g. delays caused by government restrictions, and whether there is a need to rephase work for other reasons.

The impact on the Council's subsidiaries and joint ventures.

The impact of all of the above on the Council's cash flow and treasury management, including availability of liquid cash (as at June 2020 the Council has around £94m short term investments), impact on investment returns, and availability of external borrowing if required.

Narrative Statement

The estimated overall impact on the Council's General Fund and reserves.

This review has highlighted that COVID-19 poses a significant financial challenge for the Council, as it will for all local authorities. To reflect this, the Council will publish an update to its Medium Term Financial Strategy in autumn 2020.

Based on the Council's assessment dated 14 July 2020, the net total impact of COVID-19 on the General Fund is currently estimated to be a reduction of £1.03 million, the vast majority of which is expected to crystallise within 2020/21. This is assuming no extra funding not already announced from central Government, no re-prioritisation of services or alternative service provision. By way of context, the General Fund balance as at 31 March 2020 is £2.0 million (subject to year-end adjustments and audit). The Council's prudent minimum balance on the General Fund is £2.0 million. In addition the Council has an Economic Impact reserve which has a balance of £2.9 million at 31 March 2020 and it is expected that the financial implications will be met from this reserve

It is therefore noted that there is significant headroom within the General Fund to absorb the estimated financial impact of COVID-19 in the short to medium-term. Furthermore, the Code requires that local authorities prepare their accounts on a going concern basis, as they can only be discontinued under statutory prescription. For these reasons, the Council does not consider that there is material uncertainty in respect of its ability to continue as a going concern for the foreseeable future.

9 Future challenges

General

The future for local government funding remains very uncertain, with no information available on funding from April 2020 onwards. In setting out its medium term financial strategy (MTFS) the Council has assumed reductions in government funding.

The budget strategy is intended to ensure that the Council has a balanced and sustainable budget that provides the financial resources needed to implement its key priorities. The items set out below are considered the main issues that will have an impact on the Council's budget strategy and financial planning in the medium term.

Covid 19

On 23 March the government imposed a lockdown on the whole population, restricting all non-essential travel and contact with people outside of the home and closed almost all businesses, venues and facilities. As a result the Council is working closely with central government, related agencies, the voluntary sector, town and parish councils and the health service to support businesses and residents.

Business rates relief and grants for businesses in the retail, hospitality and leisure sectors have been administered in line with government guidelines helping nearly 883 businesses in the district. Additional council tax relief has been given to recipients of council tax support through the government's hardship fund.

A community hub was set up in collaboration with partners and volunteers to support vulnerable residents, ensuring food and other essential items were delivered to those with particular health conditions. The Council has provided accommodation for all the district's known rough sleepers and continued to provide housing to others where its duty to do so had ceased.

It is anticipated that the pandemic will have a significant impact on the council's ability to collect income, both from taxpayers and services such as car parking and planning, as well as from property rents.

There are also additional cost pressures as the council responds to the outbreak and provides support to the most vulnerable residents.

Narrative Statement

There was little financial impact on the 2019/20 financial position as the pandemic was declared late in March, but there will be significant challenges in the year ahead, and potentially future years as Council deals with the ongoing crisis. Given the uncertainty around the full extent of the economic impact at this stage, it is difficult to estimate with any confidence the likely impact on the Council's financial position. The Government has allocated emergency Covid-19 funding to local authorities but this will not be sufficient to cover the estimated budget gap.

The Council has reviewed its budget for 2020/21 and the Council approved a revised budget on 14 July 2020. The report estimated that the shortfall for the year could be £1.03 million. It is anticipated that this will be met from the Council's economic impact reserve. The Council will receive an update on the Council's financial position in the autumn. The Medium Term Financial Strategy (MTFS) will continue to be revised as the position evolves.

10 Basis of Preparation and Presentation

The external audit assessment of planning materiality is 2% of prior year gross revenue spend i.e. £1.59m. Performance materiality has been set at £1.19m, which represents 75% of materiality and is the amount used to determine the extent of audit procedures.

In addition our external auditors report to Committee all audit differences in excess of £79.3k.

All joint ventures are fully identified to EY who have assessed the details for materiality and inclusion in the Group Accounts. These include the joint venture with Kier in the Watford Health Campus Partnership at Riverwell, and the joint venture working with Watford Community Housing in Hart Homes Watford on various housing schemes.

These accounts have been audited under instruction from EY and are added in the Group Accounts as necessary.

Annual Governance Statement

SCOPE OF RESPONSIBILITY

1. Watford Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
3. Watford Borough Council has approved and adopted a code of corporate governance which is consistent with the principles of the CIPFA/Solace Framework 'Delivering Good Governance in Local Government'. It is also in accordance with the requirements of the Accounts and Audit (England & Wales) Regulations 2015.
4. This Governance Statement explains how the Council has maintained sound governance during the financial year 2019/20 and also how the Council meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015.

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

5. The governance framework has been in place at the Council for the year ended 31 March 2020 and up to the date of approval of the annual report and statement of accounts. It comprises the systems and processes as well as the culture and values, by which the Council is directed and controlled and through which accounts to, engages with and leads the community.
6. The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.
7. The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. However, it cannot eliminate all risk of failure to achieve policies, aims and objectives and, therefore, can only provide reasonable and not absolute assurance of effectiveness.
8. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and to manage them efficiently, effectively and economically.

THE GOVERNANCE FRAMEWORK

9. The key elements of the systems and processes that comprise the Council's governance arrangements, as per the CIPFA 'Delivering good governance in local government: Framework – Addendum' include the following:

Annual Governance Statement

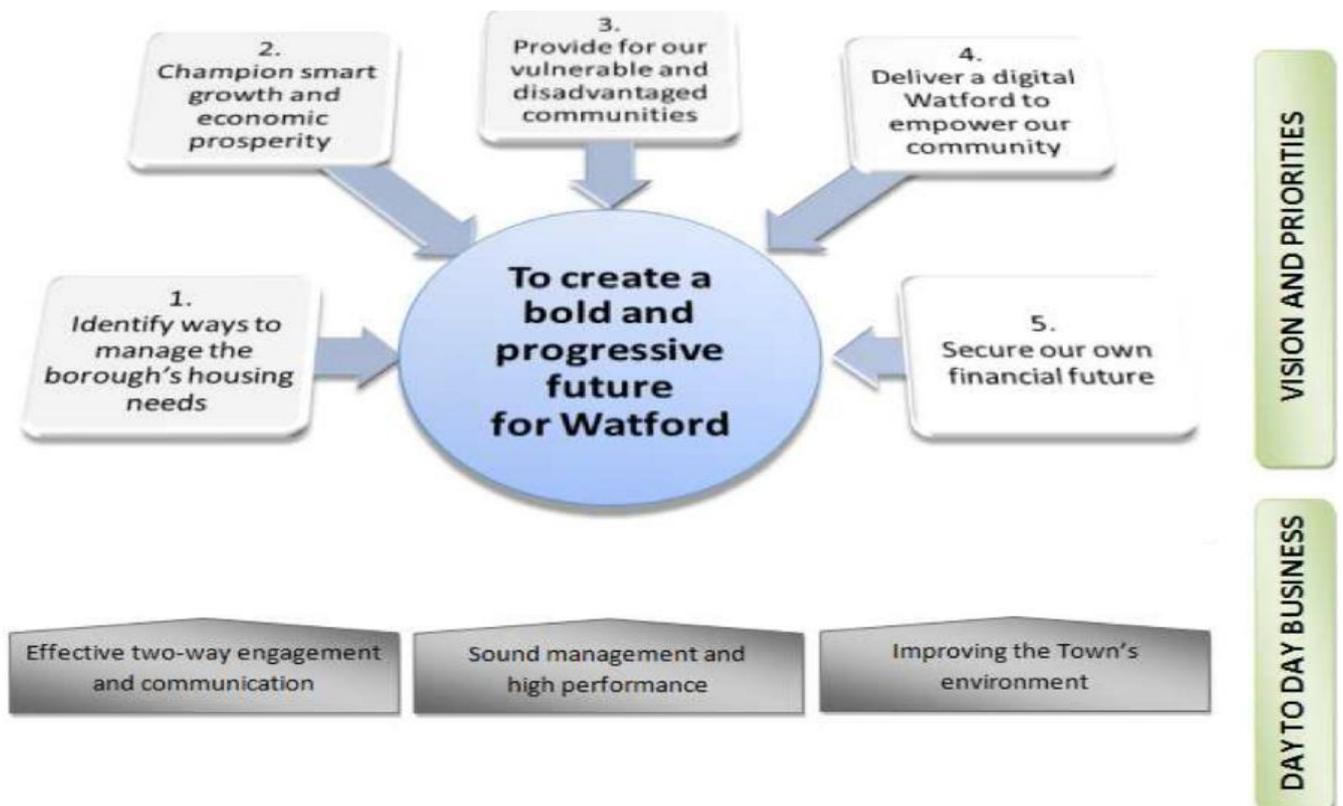
General

10. Watford Borough Council operates an elected Mayor and Cabinet model of governance under the Local Government Act 2000 and this places total responsibility for those functions designated as Executive Functions into the hands of the directly elected Mayor. However full Council is responsible for setting the Council's budget and agreeing the key policy framework. The Council also has established an Overview and Scrutiny Committee, Financial Scrutiny Committee and task groups to scrutinise the actions of the Mayor and Cabinet and assist with policy development. In addition the Council has six further committees that cover non-executive functions, these are; Licensing, Development Management, Audit, Functions, Standards and Appointments. It also has a number of advisory member groups such as Major Projects Board, Planning Advisory Group, Housing Advisory Group, the Health and Wellbeing Forum, the Sustainability Forum, the Constitution Working Party and the Member Development Group.
11. Watford Borough Council has a directly elected Mayor, which means that the community elect the person to lead the council at four yearly intervals. The Mayor is supported by a Cabinet that plays a key role in determining the overall budget and policy framework of the Council. Each member of the Cabinet (with one exception) has a portfolio for which they are responsible and can make decisions within their area of responsibility.
12. The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to the local community. Some of these procedures are required by law, whilst others are adopted by the Council. The Constitution is reviewed annually and is available on the Council's website and intranet.
13. The Council has an approved Local Code of Governance, which sets out and describes its commitment to good governance and identifies the arrangements that have been and will continue to be made to ensure its ongoing effective implementation and application in all aspects of the Council's work. The Local Code of Governance is available on the Council's website and intranet.
14. The Council acknowledges its responsibility for internal control, and for ensuring that its systems maintain the integrity of accounting records and safeguard its assets. These systems provide reasonable assurance as to the reliability of financial information and to maintain proper control over the income, expenditure, assets and liabilities of the Council. However, no system of internal control can provide absolute assurance against material misstatement or loss.
15. The Leadership Team is aware of the financial and other procedures and controls outlined in the Constitution, and senior officers are required to sign a declaration of compliance, in the form of a Management Assurance Statement at the end of each year. This evidences, amongst other things, that their staff are aware of and consistently apply the requirements of the Constitution.
16. Elected Members as decision-makers have to declare conflicts of interest as and when they occur, as well as when they are elected.

Strategic Aims and Objectives

17. The governance framework enables the Council's key objectives as outlined in the 2019/20 Corporate Plan to be met and these can be summarised as follows:-

Annual Governance Statement



Vision:

To create a bold and progressive future for Watford

Our Objectives:

- Identify ways to manage the borough's housing needs;
- Champion smart growth and economic prosperity;
- Provide for our vulnerable and disadvantaged communities;
- Deliver a digital Watford to empower our community;
- Secure our own financial future.

18. Underpinning these overarching priorities are a series of measurable (SMART) objectives so that every member of staff and our community can feel fully engaged in the process. The Council also plays a major role in the Local Strategic Partnership, One Watford, which is made up of key stakeholders such as Hertfordshire County Council, Herts Valleys Clinical Commissioning Group, the Watford BID, Watford and Three Rivers Trust, Watford Community Housing Trust, and Hertfordshire Constabulary.

19. The Council's major change and improvement programme (Watford 2020) is underway and is about transforming how the Council operates, providing a digital infrastructure for the town to provide local businesses with a competitive advantage and enhance the quality of life of residents.

Decision Making Structures

20. At an Officer level, the Council has a Strategic Leadership Team made up of the Managing Director and Group Heads of Service. The Council also has an Operational Leadership Team comprising some Heads of Service. Financial control is primarily the responsibility of a shared

Annual Governance Statement

Director of Finance with neighbouring Three Rivers District Council. Both Strategic Leadership Team and Operational Leadership Team meet monthly to review and progress the key objectives of the Council. The Council also has a Programme Management Board made up of members of Strategic Leadership Team to review all key council projects. The Council also has a 2020 Steering Group, made up of members of Strategic Leadership Team and the 2020 Programme Manager, to track progress of the 2020 service transformation programme. Both of these also meet monthly.

21. Overall financial control is monitored on a monthly basis by Strategic Leadership Team and the Financial Scrutiny Committee, and quarterly by Cabinet. Budget preparation is influenced by the Council's Medium-Term Financial Strategy (MTFS) which forecasts budget pressures and available resources over a four-year period. This MTFS is reported quarterly to Cabinet and Financial Scrutiny Committee where variations to the strategy are approved. The Council has the ultimate responsibility for approving the annual budget. The final accounts at the end of a financial year are subject to formal approval by the Audit Committee (but is also reported to Cabinet and Financial Scrutiny Committee).

Constitution

22. The Council has a written constitution which identifies community focus, service delivery arrangements, structures and processes, risk management, internal control arrangements and standards of conduct. This sets out how the council takes decisions, roles and responsibilities of members and officers, codes of conduct and procedure rules and also sets out the rights of citizens.
23. The Council's Constitution is available to all on the Council's website.
24. There are regular meetings of the Council, Cabinet and other committees. Council, Cabinet and committee / scrutiny meetings are open to the public and written reports are available to the public through the council's website. Information is only treated as confidential when it is necessary to do so for legal / commercial reasons in accordance with the provisions of the Local Government Act 1972.
25. The Council publishes its Corporate Plan annually, which sets out key service improvement priorities for the medium term, with targets for performance and deadlines for achievement. This has been informed by public consultation on a range of topics, particularly around priority setting, and a detailed analysis of the Watford context based on information derived from sources such as Census 2011 and the Indices of Multiple Deprivation. Progress on the Plan is reported to the public through the Council's magazine, About Watford, which is distributed to every household in the Borough and is also available online.
26. Councillors are assisted in their policy and decision-making roles by the advice of staff with suitable qualifications and experience, under the leadership of the Managing Director. All reports requiring a decision from members include comments on financial, legal, equalities, sustainability, community safety (as relevant) and other appropriate issues such as potential risks to non-achievement, all of which ensures that comprehensive advice is provided prior to decisions being taken.
27. The Constitution sets out an Officers' Code of Conduct, which includes: Disclosure of Information, Political Neutrality, Potential Conflict of Interest Situation, Bribery, Corruption and Fraud, Appointments and Other Employment Matters, Outside Commitments, Personal Interests, Equality Issues, Information Security, Criminal Offences, Whistle blowing and Breaches of the Code of Conduct.
28. The scrutiny function within a local authority provides a necessary check upon the role of Cabinet and is a key component of corporate governance. At Watford it is co-ordinated through the Overview and Scrutiny Committee, which can review Cabinet decisions and service

Annual Governance Statement

performance, including those of the Council's outsourced services, it can also set up task groups to look in depth at issues it wishes to scrutinise and it also scrutinises the Community Safety Partnership. In addition, the Standards Committee considers member conduct and the Financial Scrutiny Committee considers financial issues. Finally, the Audit Committee reviews the overall governance arrangements including the service related control and risk management environment. The Audit Committee also considers the response to Freedom of Information requests, the Ombudsman's annual report, risk management, Regulation of Investigatory Powers Act as well as annual accounts and treasury management (investment) policies.

29. The Council's protocols and procedures are reviewed and updated on a regular basis for standing orders, financial regulations, a scheme of delegation and supporting procedure notes/manuals clearly defining how decisions are taken and the process and controls required to manage risks. Compliance with established policies, procedures, laws and regulations is achieved through a combination of training events, written policy and procedural documentation, authorisation procedures, managerial supervision, review by internal and external audit and use of the disciplinary procedure where appropriate.
30. Codes of Conduct defining the standards of behaviour for members, staff, partners and the community have been developed and communicated and are available on the Council's website. These include:
- Members Code of Conduct;
 - Code of Conduct for staff;
 - Anti fraud and corruption policy (including whistle blowing and anti bribery);
 - Money Laundering detection guidance;
 - Members and officer protocols;
 - Regular performance appraisals, linked to service and corporate objectives;
 - Service standards that define the behaviour of officers;
 - A Standards Committee which has a key role in promoting and maintaining high standards of conduct for members;
 - Officers are subject to the standards of any professional bodies to which they belong.
31. The Group Head of Democracy and Governance is the Council's Monitoring Officer and duties include: maintaining the Council's Constitution; reporting on any potential or actual illegality or maladministration; and giving advice to the Mayor and councillors on the Constitution or issues of maladministration, financial impropriety or probity.
32. The Shared Director of Finance is the statutory Chief Finance Officer. Duties include: overall responsibility for financial administration, reporting on any actual or potential instances of illegality in expenditure, including unlawful loss or deficiency or illegal items of account, and giving advice to the council on financial planning.

Data Quality and Risk Management

33. The need to develop policies and guidance on data quality and assurance is essential in order to promote consistency and awareness across the organisation. To that end, the Council has a senior member of staff who acts as the Senior Information Risk Officer. Guidance documents include a Data Quality Policy, an Information Security Policy, a Data Asset Register and management training modules, all of which are on the intranet.
34. The governance framework is dependent upon the underlying system of internal control which is designed to manage risk to a reasonable level. The Council's approach to risk management is governed by its Risk Management Strategy which is updated annually and approved by Strategic Leadership Team and the Audit Committee. This Strategy underpins the Corporate Risk Register which was updated and approved by the Audit Committee in December 2019 and covers major issues that will affect the achievement of the council's key objectives. The Corporate Risk Register is at a strategic / high level and is complemented by detailed project and service area

Annual Governance Statement

registers. The Corporate Risk Register is reviewed quarterly by Strategic Leadership Team and is reviewed annually by Audit Committee. It was last reviewed by Audit Committee in December 2019.

Business continuity and emergency planning are other key aspects within the corporate governance framework. This is the responsibility of the Group Head of Transformation.

35. All committee reports contain a 'risk implications' section as an aid to decision taking. There is however, a continued need to ensure an effective risk identification process occurs where the Council has outsourced the provision of services to a private sector partner.

Shared Services with Three Rivers District Council

36. Watford Borough Council has been a leading authority in developing a shared service for revenues, benefits, ICT, financial services, human resources, pest control and procurement with Three Rivers District Council. Both councils also share the statutory post of Chief Financial Officer (S151) - the Shared Director of Finance.

37. From April 2014, the Governance arrangements for shared services changed to a lead authority model. Watford Borough Council are responsible for providing the services of ICT, human resources, pest control and procurement whilst Three Rivers District Council are responsible for providing financial services and revenues & benefits. An executive board of senior management from both councils are responsible for these services. The role of the Board covers:

- Monitoring performance and dealing with complaints from either authority;
- Resolving conflicts between competing interests amongst the authorities;
- Reviewing the governance arrangements;
- Dealing with matters referred up to it by the Operations Board;
- Having overall supervision of the Shared Service;
- Receiving annual reports on each service within the shared service.

Community Engagement

38. Corporate governance includes informing our community of the plans and aspirations of the council and is primarily communicated through its published Corporate Plan and the regular editions of 'About Watford'. The directly elected Mayor, Peter Taylor, takes the lead in ensuring there is open and effective community leadership and provides a focal point for individuals, communities, business and voluntary organisations to engage with the Council. The Mayor is also the Chair of the Borough's Local Strategic Partnership, One Watford, which continues to lead on the successful delivery of the overall vision and objectives for the town and on effectively integrating partnership working and delivery.

39. The Council has established twelve neighbourhood forums, which mirror the Borough's ward boundaries and each has a devolved budget of £3,000. These are organised and managed by the relevant local councillors as part of their commitment to community leadership and engagement.

40. The Council has established clear channels of communication with all sections of the community and other stakeholders. It provides citizens and business' with information about the Council and its spending through a leaflet that is distributed with Council Tax and Business rate bills and the publication of a summary of its key financial information through the Council magazine 'About Watford'.

41. A range of consultation and engagement projects are undertaken annually. This includes a regular 'Community Survey' with the Borough's Citizens' Panel and wider community, which covers a range of areas relating to the Council's services and activities, including how it spends

Annual Governance Statement

its money and prioritises areas for focus and improvement. The Citizens Panel is refreshed regularly to ensure it is representative of the Watford community. Local residents are also invited to attend the Mayor's regular information seminars or Forums, which help build understanding across a range of areas including Council finances and the implications for future service delivery. The Watford Compact provides an agreement between the statutory and voluntary sectors in Watford to clarify and strengthen their relationship and to achieve better outcomes for individuals and for the Watford community.

REVIEW OF EFFECTIVENESS

42. In accordance with recent external audit guidance, the review of the effectiveness of the governance framework will focus upon significant weaknesses and the 'big picture'. If issues have not been highlighted, it is because current governance arrangements have proved fit for purpose.
43. The review of effectiveness is informed by the work of the executive managers within the Council who have responsibility for the development and maintenance of the governance environment, the Annual Report of the Head of Assurance for the Shared Internal Audit Service and also by comments made by the external auditors and other review agencies and inspectorates. The Mayor and Portfolio Holders maintain a continuous review of the Council's policies, activities and performance of Officers both through regular reviews and on a day to day basis.

The Council

44. Council comprises 36 Members and an Elected Mayor. The main roles are:
- To set Watford Borough Council's Budget and Policy Framework;
 - To receive a report from the Mayor, which Councillors can then ask the questions related to the report;
 - To receive questions from the public, which are then debated by the Councillors;
 - To receive petitions from the public, which are debated by the Councillors;
 - To receive questions from Councillors with their response, these are not debated;
 - To receive motions from Councillors, which are then debated;
 - To consider any recommendations from Committees or Working Parties.
45. Council met five times during 2019/20 and agendas, reports and minutes are available on the Council's website.

Cabinet

46. Cabinet comprises the Mayor and five members and makes decisions which are in line with the Council's overall policies and Budget. It is chaired by the Mayor and includes the Portfolio Holders.
47. Each Member of Cabinet (with one exception) has responsibility for a range of Council functions, known as a portfolio and each portfolio-holder is required to work closely with Directors and Group Heads of Service and develop an in-depth knowledge of their portfolio area.
48. The dates of all cabinet meetings are pre-published and all decisions have been taken in public apart from a small number of reports which were considered and determined after the press and public has been lawfully excluded. Agendas, reports and minutes of the meetings are available on the Council's website.

49. Cabinet met eight times during 2019/20.

The Review Committees

Annual Governance Statement

50. The Council has two review committees, Overview and Scrutiny Committee and Financial Scrutiny Committee. Their role is to scrutinise the decisions and performance of Cabinet and the Council as a whole.

51. Overview and Scrutiny Committee comprising nine members, is the over-arching scrutiny committee for Watford Borough Council. Its work includes:

- Reviewing called in Executive decisions made by Cabinet, Portfolio Holders and Officers;
- Reviewing the Council's performance measures;
- Monitoring the Executive decisions taken and the key decisions to be taken by Cabinet, Portfolio Holders and Officers;
- Monitoring the progress of recommendations from previous scrutiny reviews;
- Setting up Task Groups to review suggested topics for scrutiny;
- Monitoring the progress of Task Groups and agreeing the final reports;
- Setting a rolling scrutiny work programme.

The committee met eight times in 2019/20.

52. Finance Scrutiny Committee comprises eight members and its work includes:

- To examine the Medium Term Financial Plan;
- To examine the budget strategy for the relevant financial year;
- To review the service spending priorities for the relevant financial year;
- To challenge, question and test those strategies and plans;
- To examine the draft proposals for the following financial years budget;
- To challenge if the proposals match the strategy and priorities;
- To forward comments on the budget proposals to Cabinet in time for it's January budget meeting;

The Finance Scrutiny Committee met five times in 2019/20.

Member Panels

53. There have been a number of cross-party Member Panels and Task Groups to review and monitor various areas of Council activity, e.g. Mental Health Task Group – to look at current mental health provision in the borough and consider what more Watford Borough Council could do to support those living with mental health difficulties; Watford Colosseum Task Group – to review responses from private sector theatre operators about the future use of the venue following refurbishment works (March to November 2021); Health Services for the Deaf Task Group – to consider and facilitate a response to issues relating to the accessibility of health services for those who are profoundly deaf or with severe hearing loss.

Standards Committee

54. The Standards Committee is set up as and when required to consider matters of Member conduct. There was one meeting of this committee in 2019/20.

Members Remuneration

55. Members remuneration was reviewed in 2018 by an Independent Remuneration Panel, which was made up of four independent members. The report and recommendations of the Independent Remuneration Panel was approved by the Full Council as part of the Budget Council meeting, details of which are available on the Council's website. The Panel recommend that with effect from April 2019 the Basic Allowance should be linked to local government pay settlements and increased accordingly.

Annual Governance Statement

56. The Independent Remuneration Panel now sits on a quadrennial basis and is therefore next due to meet in in 2022.

Senior Management

57. There are three Council Officers who have statutory appointments - the Managing Director's role as the Head of Paid Service, the Shared Director of Finance's role as the Section 151 Officer and the Group Head of Democracy & Governance as the Monitoring Officer.

58. Strategic Leadership Team comprises the three statutory appointments above, plus the following officers: Group Head of Community and Environmental Services, Group Head of Corporate Strategy & Communications, Group Head of Transformation, Group Head of Human Resources, Group Head of Place, Head of Finance and Head of Revenues and Benefits. Strategic Leadership Team meet every month. Operational Leadership Team comprises the Head of IT, Head of Customer Services, Head of Legal Services, Finance Manager, Head of Transportation, Head of Housing, Head of Parks and Culture, and HR Manager, it also meets monthly.

Performance Management

59. Performance management follows a 'cascade' principle. The Council approves its Corporate Plan annually and highlights key aspirations and targets including a series of objectives to be achieved in the year ahead. This Corporate Plan then cascades down to individual service plans, which in turn translates into team and individual work plans. Performance is monitored regularly by Leadership Team and through Heads of Service, Cabinet Members, Overview and Scrutiny Committee and Outsourced Services Scrutiny Panel. Performance reviews also include consideration of complaints and progress against the Council's equalities agenda.

60. The Council keeps residents and stakeholders informed of its progress through a publication called 'About Watford' which is delivered to every household and covers key issues, events and challenges. It also has a large social media following across Facebook, Twitter and Instagram platforms which are becoming a significant channel for communicating and engaging with residents.

Procurement

61. The Council aims to use its resources efficiently, effectively and economically.

62. The Council has a robust set of documentation to provide guidance and advice to Members and officers to ensure that Procurement is carried out in an effective and ethical manner. This documentation includes Contract Procedure Rules and a Contract Management Toolkit. These documents are regularly reviewed to reflect changes in local requirements and EU policy and legislation.

The Audit Committee

63. The Audit Committee comprises five members and met four times during 2019/20.

64. The Audit Committee's terms of reference are consistent with best practice. The Committee approves the annual plan of internal audit and receives the quarterly and annual reports of the Head of Assurance for the Shared Internal Audit Service. It approves the Statement of Accounts, the annual governance statement and the review of the effectiveness of the internal audit system. It receives reports on risk management and reviews the operation of treasury management. It also received the annual letter from the Ombudsman and considers regular reports upon Freedom of Information requests, risk management and the Regulation of Investigatory Powers Act.

Annual Governance Statement

Internal Audit

65. Internal Audit is an assurance function that provides an independent and objective opinion to the Council on its control environment - this comprises the systems of governance, internal control and risk management - by evaluating its effectiveness in achieving the organisation's objectives.
66. The internal audit function is carried out, by the Shared Internal Audit Service (SIAS), a local internal audit partnership hosted by Hertfordshire County Council. This provides greater independence and resilience and a positive step in improving governance. Internal Audit carry out a programme of reviews during the year which are based upon a risk assessment including fraud risk. The audit plan is approved by Audit Committee in March of the preceding year. As part of these audits, any failures to comply with legislation, council policy and practice or best practice guidance issued by a relevant body is identified and reported. Circulation of reports to senior officers, reports to the Audit Committee and follow-up procedures ensure action is taken on priority improvements. Progress on implementing internal audit recommendations is reported in quarterly reviews to Audit Committee and to Leadership Team.
67. In line with Public Sector Internal Audit Standards, an Annual Assurance Statement and Internal Audit Report is compiled and presented to the first Audit Committee of each year, which:
- includes an opinion on the overall adequacy and effectiveness of the Council's internal control environment.
 - discloses any qualifications to that opinion, together with any reasons for the qualification.
 - draws attention to any issues which are judged particularly relevant to the preparation of the Annual Governance Statement.
68. The SIAS Head of Assurance Annual Report is a key source document for the Council's Annual Governance Statement. For 2019/20 this Report includes the following statements:
- In our opinion the corporate governance and risk management framework substantially complies with the best practice guidance on corporate governance issued by CIPFA/SOLACE. This conclusion is based on the work undertaken by the Council and reported in its Annual Governance Statement for 2019/20.
 - A satisfactory assurance opinion is given on the adequacy and effectiveness of both financial systems and non-financial systems in the internal control environment, based on the internal audits completed in the year. The internal control framework is largely working well in managing the key risks in scope, with some audit findings related to the current arrangements. There are no qualifications to this assurance.

The Council's External Auditors

69. External auditors, Ernst & Young LLP, provide an external review function through the audit of the annual accounts, assessment of value for money, certification of grant claims and the periodic inspection of services such as revenues and benefits. The Annual Audit and Inspection Letter is circulated to all Members and formally reported to Cabinet and the Audit Committee.
70. The Annual Audit and Inspection Letter 2018/19 was presented to the Audit Committee in July 2019 and the main conclusions for the year were:
- The 2018/19 accounts give a true and fair view of the Council's financial affairs and of the income and expenditure recorded by the Council; and
 - The Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2019.

Annual Governance Statement

71. The Local Government contract for the Council was awarded to EY (Ernst & Young LLP) following re-tendering by the Audit Commission ahead of its abolition in March 2015. In December 2017 EY were appointed by PSAA as auditor for Watford Borough Council for 2018/19 onwards.

SIGNIFICANT GOVERNANCE ISSUES

72. The 'normal' running of Council business has and can be controlled through the governance framework detailed in this report. No significant governance issues have been identified for 2019/20 and no outstanding matters were brought forward from 2018/19.

73. Coronavirus (COVID-19) – whilst the coronavirus is not a specific governance issue, the impact of this national crisis does need to be noted. There has been some financial impact in 2019/20 on the management accounts for the year, with reduced income and additional expenditure, however, the full financial impact of Coronavirus is not likely to be clear for some time yet and is currently being closely monitored, including via regular returns to Government. In the short-term there will be additional reporting to members and ongoing review of the budget position for 2020/21. To date Watford Borough Council has received a total of £1.159m of emergency Government funding.

Certification Statement from the Elected Mayor and the Managing Director

74. We propose to take steps over the coming financial year to address the above matters to further enhance our governance arrangements. We will also monitor the implementation of any audit recommendations that arise during the course of the year.

Signed _____

Date _____

Peter Taylor - Mayor

Signed _____

Date _____

Donna Nolan - Managing Director

Core Financial Statements

EXPLANATION OF CORE FINANCIAL STATEMENTS

Statement of Movement in Reserves (Page 23)

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 (unusable reserves). The (Surplus) or Deficit on the Provision of Services line shows the true and fair cost of providing the Council's services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for Council tax setting. The net (increase)/decrease before transfers to Earmarked Reserves line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council

Comprehensive Income and Expenditure Statement (Page 24)

This statement shows the true and fair view of cost in the year of providing services in accordance with generally accepted accounting policies, rather than the amount to be funded from taxation. Councils raise taxation to cover expenditure in accordance with regulations, and this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement

Balance Sheet (Page 25)

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 are usable reserves, i.e. those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the Council is not able to use to provide services (unusable reserves). This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve) where amounts would only become available to provide services if the assets are sold, and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'

Cash Flow Statement (Page 26)

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

Core Financial Statements

MOVEMENT IN RESERVES STATEMENT

2019/20	Note	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2019		(2,000)	(19,492)	(1)	(4,228)	(25,721)	(189,962)	(215,683)
Total Comprehensive income and expenditure		(8,146)				(8,146)	(42,738)	(50,884)
Adjustments between accounting basis, and funding basis under regulations	8	5,279		1	(3,423)	1,857	(1,857)	0
Transfer to/from Earmarked Reserves		2,867	(2,058)			809	(809)	0
Total Increase\ (decrease) during the year		0	(2,058)	1	(3,423)	(5,480)	(45,404)	(50,884)
Balance as at 31 March 2020		(2,000)	(21,550)	0	(7,651)	(31,201)	(235,366)	(266,567)
2018/19	Note	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2018		(1,414)	(16,351)	(987)	(2,159)	(20,911)	(193,624)	(214,535)
Total Comprehensive income and expenditure		(3,765)				(3,765)	2,617	(1,148)
Adjustments between accounting basis, and funding basis under regulations	8	(741)		986	(2,069)	(1,824)	1,824	0
Transfer to/from Earmarked Reserves		3,920	(3,141)			779	(779)	0
Total Increase\ (decrease) during the year		(586)	(3,141)	986	(2,069)	(4,810)	3,662	(1,148)
Balance as at 31 March 2019		(2,000)	(19,492)	(1)	(4,228)	(25,721)	(189,962)	(215,683)

Core Financial Statements

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

2018/19					2019/20		
Gross Spend	Gross Income	Net Spend			Gross Spend	Gross Income	Net Spend
£'000	£'000	£'000		Note	£'000	£'000	£'000
			Services				
1,198	(9)	1,189	Corp Strategy & Client Service		1,420	(81)	1,339
14,629	(3,146)	11,483	Community Services		15,245	(3,642)	11,603
4,673	(1,001)	3,672	Democracy & Governance		2,513	(567)	1,946
753	(75)	678	Human Resources		673	(46)	627
12,426	(5,568)	6,858	Place Shaping & Performance		12,013	(4,569)	7,444
4,241	(46)	4,195	Service Transformation		6,433	(292)	6,141
39,627	(35,233)	4,394	Strategic Finance		35,328	(31,282)	4,046
77,547	(45,078)	32,469	Cost of Services		73,625	(40,479)	33,146
		(7,333)	Other Operating (Income)	9			(11,120)
		(13,000)	Financing and Investment (Income)	10			(12,088)
		(15,901)	Taxation and Non-Specific Grant Income	11			(18,084)
		(3,765)	Deficit on Provision of Services				(8,146)
		(1,212)	(Surplus) on Revaluation of PPE	21(a)			(20,521)
		3,829	Re-measurement of the net defined benefit liability	33			(22,217)
		2,617	Other Comprehensive (Income)				(42,738)
		(1,148)	Total Comprehensive (Income)/Expenditure				(50,884)

Core Financial Statements

BALANCE SHEET

2019 (restated) £'000			2020 £'000
90,769	Property, Plant and Equipment	21	357,500
1,978	Heritage Assets	22	1,985
2,021	Surplus Assets	23	2,021
174,133	Investment Properties	23	173,353
9,304	Long Term Investments	26	12,921
15,606	Long-Term Debtors	26	9,844
293,811	Total Long term Assets		557,624
60	Assets Held For Sale		60
17	Inventories		19
6,734	Short-Term Debtors	27	10,641
6,936	Cash and Cash Equivalents	28	104,764
13,747	Total Current Assets		115,484
(15,462)	Short-Term Creditors	30	(20,654)
(7,500)	Short-Term Borrowing	30	(15,000)
(22,962)	Total Current Liabilities		(35,654)
86	Long-Term Creditors	31	(326,220)
(5,946)	Provisions	32	(2,987)
(63,053)	Defined Benefit Pension Scheme	33	(41,680)
(68,913)	Total Long Term Liabilities		(370,887)
215,683	Net Assets		266,567
	Reserves		
(25,721)	Usable Reserves	35	(31,201)
(189,962)	Unusable Reserves	36	(235,366)
(215,683)	Total Reserves		(266,567)

Signed:
Alison Scott, CIPFA
 Director of Finance

Date: 31 August 2020

Signed:
Mark Hofman
 Chairman of Audit Committee

Date: 31 August 2020

Core Financial Statements

CASH FLOW STATEMENT

2019 (Restated)				2020	
£'000	£'000		Note	£'000	£'000
3,765		Net surplus on the provision of services	CIES	8,146	
3,398		Adjustments to net surplus or deficit on the provision of services for non cash movements	29a	32,819	
3,085		Adjustments for items that are outflows in provision of services from investing and financing activities	29a	(13,466)	
	10,248	Net cash inflows from Operating Activities			27,499
(8,793)		Investing Activities outflows	29b	65,911	
(4,510)		Financing Activities outflows	29c	4,418	
	(3,055)	Net increase in cash and cash equivalents			97,828
	9,991	Cash and Cash equivalents at the beginning of the reporting period			6,936
	6,936	Cash and Cash equivalents at the end of the reporting period	28		104,764

1. Accounting Policies - Single Entity and Group Accounts

1.01 General Principles

The Statement of Accounts summarises the Council's transactions for the 2019/20 financial year and its position at the year end of 31 March 2020. The Council is required to prepare an annual Statement of Accounts by The Accounts and Audit (England) Regulations 2015, which require these 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 2019/20 and the CIPFA Service Reporting Code of Practice 2019/20 (SERCOP). SERCOP does not prescribe guidance on the Statement of Accounts. This is provided by the Code, supported by International Financial Reporting Standards (IFRS) (and statutory guidance issued under section 12 of the 2003 Act). The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments. The Statement of Accounts has been prepared on a 'going concern basis.

1.02 Turnover (for Group Accounts)

Turnover in respect of property development is recognised on unconditional exchange of contracts on disposals of finished developments.

Where construction of pre-sold developments is under-taken, the revenue and profits are recognised in accordance with IFRIC 15. Revenue is determined by independently certified milestones.

1.03 Accruals of Income and Expenditure

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

- revenue from the sale of goods is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council
- revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council
- supplies are recorded as expenditure when they are consumed — where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet

Notes to the Core Financial Statements

- expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made
- interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument, rather than the cash flows fixed or determined by the contract

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

1.04 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Council's cash management. The Council has no overdraft facility.

1.05 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. See Note 4 for an outline of PPA's within this set of accounts.

1.06 Charges to Revenue for Long Term Assets

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

Notes to the Core Financial Statements

- 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 amortisations. These entries are adjusted through the Movement in Reserves Statement.

1.07 Employee Benefits

Benefits Payable During Employment

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

Termination Benefits

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

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

Post Employment Benefits

Notes to the Core Financial Statements

Employees of the Council are members of the Local Government Pension Scheme, administered by Hertfordshire County Council. The scheme provided defined benefits to members (retirement lump sums and pensions), earned as employees who worked for the Council. The schemes arrangements are summarised as follows:-

The Local Government Pension Scheme

- the Local Government Scheme is accounted for as a defined benefits scheme
- the liabilities of Hertfordshire County Council Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method — i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc. and projections of projected earnings for current employees
- liabilities are discounted to their value at current prices, using a discount rate of 2.3% (based on the indicative rate of return on high quality corporate bonds);
- the assets of Hertfordshire County Council (HCC) Pension Fund attributable to the Council are included in the Balance Sheet at their bid value as required by International Accounting Standard (IAS) 19. Full details of the assets held by the Fund are disclosed as part of the Pension scheme disclosure.

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

- current service cost — the increase in liabilities as a result of years of service earned this year — allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
- past service cost — the increase in liabilities arising from current year decisions which relate to years of service earned in earlier years — debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs
- interest cost — the expected increase in the present value of liabilities during the year as they move one year closer to being paid — debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- expected return on assets — the annual investment return on the fund assets attributable to the Council, based on an average of the expected long-term return credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- gains or losses on settlements and curtailments — the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees — debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs

Notes to the Core Financial Statements

- 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 — credited to the Comprehensive income and expenditure - Other Comprehensive Income and Expenditure line and reversed through the Movement in Reserves to the Pensions Reserve;
- contributions paid to the HCC pension fund — cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense in the Comprehensive Income and Expenditure Statement.

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

Discretionary Benefits

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

1.08 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. The Council currently has no long-term external debt.

Financial Assets - Loans and Receivables

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics. The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument)

Financial Assets Measured at Amortised Cost

Notes to the Core Financial Statements

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

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

Expected Credit Loss Model

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

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

The Expected Credit Loss Model is not applied to debts related to Council Tax and Non Domestic Rates.

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

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

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

- instruments with quoted market prices –the market price
- other instruments with fixed and determinable payments –discounted cash flow analysis.

1.09 Government Grants and Contributions

Notes to the Core Financial Statements

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 of the payment
- the grants or contributions will be received.

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

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

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

1.10 Intangible Assets

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

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Council will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

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

Notes to the Core Financial Statements

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

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

Where there is intangible asset expenditure of an immaterial nature, the Council's policy is that these be capitalised and then written off in-year.

1.11 Inventories and Long Term Contracts

Inventories are included in the Balance Sheet at the lower of cost or net realisable value.

Long term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works and services received under the contract during the financial year.

1.12 Investment Property

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

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's-length. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation

Notes to the Core Financial Statements

and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and the Capital Receipts Reserve.

1.13 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). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:-

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

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

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

Notes to the Core Financial Statements

a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefiting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

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 in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Council's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

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

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

Notes to the Core Financial Statements

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

Operating Leases

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

1.14 Overheads and Support Services

The costs of overheads and support services are not charged to those service segments that benefit from the supply or service in accordance with the costing principles of the CIPFA Service Reporting Code of Practice 2016/17 (SERCOP).

But the costs of overheads and support services are accounted for as separate headings in the Comprehensive Income and Expenditure Statement.

1.15 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 and Equipment.

Recognition

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

Measurement

Assets are initially measured at cost, comprising:

- the purchase price

Notes to the Core Financial Statements

- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Council). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

It should be noted that at present the Council has no donated assets.

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

- Infrastructure, community assets and assets under construction — depreciated historical
- All other assets — fair value, determined as the amount that would be paid for the asset in its existing use (Existing Use Value — EUV).

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

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

Assets included in the Balance Sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years. In addition, should current valuations of a similar class of asset suggest material differences in valuations, the entire class to which the asset belongs would be revalued. The current valuers have undertaken a market review of individual asset types within the Council's portfolio at year end to identify any material changes to the fair value of assets. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

When decreases in value are identified:

Notes to the Core Financial Statements

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

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

Impairment

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

When impairment losses are identified:

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

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

Depreciation

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

Depreciation is calculated on the following bases:-

- Buildings — straight-line allocation over the useful life of the asset as estimated by the valuer - up to 70 years
- Vehicles — straight-line over the estimated life of the asset - up to 20 years
- Plant, furniture and equipment — straight-line over the estimated life of the asset - up to 20

Notes to the Core Financial Statements

years

- Infrastructure — straight-line over the estimated life of the asset - up to 25 years
- Finance leases — over the life on the underlying asset or over the life of the lease where there is no option to acquire the asset at the end of the lease.

Please note, to ensure consistency across the Councils policies, the previous accounting policy of depreciating some plant, furniture and equipment has been changed from reducing balance to straight-line. This now means all Councils assets if depreciated are depreciated based on a straight-line basis. The impact was immaterial.

Depreciation commences in the year following acquisition.

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately, in order to ensure the depreciation charge is realistic.

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

Disposals of Non-current Assets

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

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts.

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

Construction Contracts

Where the outcome of a construction contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the balance sheet date. This is normally measured by the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs, except where this would not be

Notes to the Core Financial Statements

representative of the stage of completion. Variations in contract work, claims and incentive payments are included to the extent that the amount can be measured reliably and its receipt is considered probable.

Where the outcome of a construction contract cannot be estimated reliably, contract revenue is recognised to the extent of contract costs incurred where it is probable they will be recoverable. Contract costs are recognised as expenses in the period in which they are incurred. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

1.16 Heritage Assets

Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area. Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. However, some of the measurement rules have been simplified in relation to heritage assets as detailed below.

The Heritage Assets are relatively static and acquisitions, donations and disposals are rare. Where acquisitions do occur, they are initially recognised at cost and donations are recognised at valuation ascertained by insurance officers, museum curators or external valuers. Proceeds from the disposal of Heritage Assets are accounted for in accordance with the Council's general policies relating to the disposals of property, plant and equipment. The Council has a rolling programme of major repair and restoration of its heritage assets and therefore the assets are deemed to have indefinite lives and the Council does not consider it necessary to charge depreciation.

The Council's collection of Heritage Assets, which includes works of art, musical equipment, sculptures, statues, war memorials and civic regalia, are reported at insurance valuations, which are based on market values, internal or external valuations. These insurance valuations are reviewed and updated on an annual basis. The carrying amounts of heritage assets are reviewed where there is evidence of impairment or where an item has suffered physical deterioration or breakage. Any impairment is recognised and measured in accordance with the Council's general policy on impairment.

1.17 Provisions, Contingent Liabilities and Contingent Assets

Provisions

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

Notes to the Core Financial Statements

instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

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

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

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

The level of provisions are reviewed annually by the Council.

Contingent Liabilities

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

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

Contingent Assets

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

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

1.18 Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance

Notes to the Core Financial Statements

in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

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

1.19 Revenue Expenditure Funded from Capital under Statute

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

1.20 Value Added Tax (VAT)

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

1.21 Jointly Controlled Operations and Jointly Controlled Assets

Jointly controlled operations are activities undertaken by the Council in conjunction with other organisations, that involve the use of assets and resources of the Council and organisations without the establishment of a separate legal entity.

The Council recognises the assets and liabilities it controls on the Council's balance sheet. Expenditure incurred by the Council and income it earns from the operation is included in the Council's CI&E.

Jointly controlled assets are items of property, plant or equipment that are jointly controlled by the Council and other organisations. The assets being used to obtain benefit to the Council and organisations. The arrangement does not involve the formation of a legal entity.

The Council accounts for only its share of jointly controlled assets, liabilities and expenses incurred in respect of its interest in the arrangement.

An agreement exists between Dacorum Borough Council, Hertsmere Borough Council, St Albans City & District Council, Three Rivers District Council and Watford Borough Council to constitute a West Herts Crematorium Joint Committee under the Local Government Act 2000.

Notes to the Core Financial Statements

The Joint Committee has one member from each of the constituent Councils. One Watford Councillor represents the Council on the Joint Committee. The Council's Managing Director is the Clerk to the Joint Committee. Three Rivers District Council provide the Treasurer.

1.22 Single Entity Financial Statements

The financial statements presented by a parent, an investor in an associate or a venturer in a joint venture (jointly controlled entity) in which the investments are accounted for on the basis of the direct equity interest (i.e. at cost) rather than on the basis of the reported results and net assets of the investees. In the context of the Code, an Authority's single entity financial statements are deemed to be separate financial statements.

1.23 Group Accounts - Recognition of Group Entities and Basis of Consolidation

Group Accounts are the financial statements of an entity together with:-

- its subsidiary undertakings,
- its investments in associates, and
- its interests in joint ventures (jointly controlled entities); presented as a single economic entity.

Subsidiary undertakings are accounted for in accordance with the implementation of IAS27 (International Accounting Standard 27) in the 2019/20 Code. The 2019/20 Code requires consolidation of subsidiaries. Consolidation is a method of accounting whereby an entity combines the financial statements of the parent and its subsidiaries line by line by adding together like items of assets, liabilities, reserves, income and expenses. In order that the consolidated financial statements present financial information about the group as that of a single economic entity, the following steps are then taken:-

- the carrying amount of the parent's investment in each subsidiary and the parent's portion of reserves of each subsidiary are eliminated;
- any non-controlling interest is identified and separately disclosed;
- intragroup balances and transactions, including income, expenses and dividends, are eliminated in full.

Investments in associates are accounted for in accordance with the implementation of IAS28 in the Code. The Code requires the consolidation of an entity's interest in associates. Joint ventures are accounted for in accordance with the implementation of IFRS 11 in the Code. The Code requires use of the "equity method" of accounting whereby the investment is initially recognised at cost and adjusted thereafter for the post acquisition change in the investor's share of the net assets of the investee. The profit or loss of the investor includes the investor's share of the profit or loss of the investee.

Taxation (for Group Accounts)

Notes to the Core Financial Statements

Taxation on all profits is solely the personal liability of individual members. Consequently neither taxation nor related deferred taxation arising in respect of Watford Health Campus Partnership LLP are accounted for in these financial statements.

Subscription and Repayment of Members' Capital (for Group Accounts)

The capital requirements of the LLP are reviewed from time to time by the Board and further capital contributions may be made at the discretion of the members. No interest is charged on capital except pursuant to a dissolution, no capital can be withdrawn by a member unless agreed by all members.

Allocation of Profits and Drawings (for Group Accounts)

The allocation of profits to those who were members during the financial period occurs following the finalisation of the annual financial statements.

The allocation of profits between members is determined by entitlements outlined in the Members' Agreement and is dependent on certain profit criteria being achieved. In accordance with the SORP as a consequence of the LLPs profits being automatically divided in line with the entitlements outlined in the Members' Agreement these profits are treated as an expense in the profit and loss account.

Work in progress (for Group Accounts)

Development land and work in progress is included at cost less any losses foreseen in completing and disposing of the development less any amounts received or receivable as progress payments or part disposals. Where a property is being developed, cost includes cost of acquisition and development to date, including directly attributable fees, expenses and finance charges net of rental or other income attributable to the development. Where development property is not being actively developed, net rental income and finance costs are taken to the profit and loss account.

1.24 Fair Value

The Council measures some of its non-financial assets, such as surplus assets and investment properties, 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:

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

Notes to the Core Financial Statements

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

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

The Council uses appropriate valuation techniques for each circumstance, maximising the use of relevant known data and minimising the use of estimates or unknowns. This takes into account the three levels of categories for inputs to valuations for fair value assets:

- Level 1 – quoted prices,
- 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.

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

The Council is required to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued, but has not yet been adopted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20.

For 2019/20 the following accounting standard changes that need to be reported relate to:

- IFRS 16 Leases will require local authorities that are lessees to recognise most leases on their balance sheets as right-of-use assets with corresponding lease liabilities (there is recognition for low-value and short-term leases). CIPFA/LASAAC have deferred implementation of IFRS16 for local government to 1 April 2021.
- IAS 19 Employee Benefits will require the re-measurement of net pension asset/liability following plan amendments, curtailments or settlements to be used to determine current service cost and net interest for the remainder of the year after the change to the plan. The updating of these assumptions only applies to changes from 1st April 2020 and, since this could result in positive, negative or no movement in the net pension liability, no prediction can be made of the possible accounting impact.

3 Critical Judgements in Applying Accounting Policies

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

The critical judgement in the Statements of Accounts is the level of uncertainty about future levels of funding for local government. However, the Council has planned to make savings to compensate for reductions in funding. These savings will result predominantly from efficiencies and not reduced level of services, so the Council has determined that this uncertainty is not sufficient to provide an indication

Notes to the Core Financial Statements

that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision.

The Council has a well-established shared service arrangement with Three Rivers District Council for ICT, HR, Finance and Revenues & Benefits services. These working arrangements and future related changes will not reduce the level of service provided by the Council. Therefore the council believe that it is not necessary to impair any non-current assets in light of this arrangement.

4 Prior Period Adjustments

No prior period adjustments have been done in the accounts.

5 Events after the Balance Sheet date

There are no known events that would have material impact on the Council's position as at 31 March 2020. However, the understanding of how the Covid-19 pandemic has affected services and valuations will continue during 2020/21 and may see significant changes to balances in accounts for that year. The draft Statement of Accounts was authorised for issue by the Section 151 Officer on 31 August 2020.

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 2020, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

Notes to the Core Financial Statements

6 Assumptions Made About the Future and Other Major Sources of Uncertainty

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

The Items in the Council's Balance Sheet at 31 March 2020 for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Impact
Property, Plant and Equipment (PPE)	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to the individual assets. The current economic climate makes it possible that the Council will be unable to sustain its current spending on repairs and maintenance, bringing in to doubt the useful lives assigned to assets.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls.
Pensions Liability	<p>Estimation of the net liability to pay pensions depends on a number of complex judgements relating to: the discount rate used; the rate at which salaries are projected to increase; changes in the retirement ages; mortality rates; and expected returns on pension assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied</p> <p>The ongoing impact of the Covid19 pandemic has created uncertainty surrounding illiquid asset values. As such, the Pension Fund property and infrastructure allocations as at 31 March 2020 are difficult to value according to preferred accounting policy.</p>	The effects of these individual assumptions can have a major impact on the pension liability calculation. During 2019/20, The Council's actuaries advised that the net pension's liability had decreased by £21.3m as a result of estimates and assumptions being updated.

Notes to the Core Financial Statements

Arrears	<p>At 31 March 2020, the Council had a short term sundry debtor balance of £16,135k. A review of significant balances suggested a provision for bad debts of £5,494k was appropriate. However, in the current economic climate it is not certain that such an allowance would be sufficient. See Note 27.</p> <p>The economic impact of the Covid-19 pandemic has made the estimation of debt impairment more difficult as there is more uncertainty about the economic viability of debtors and hence their ability to settle their debts.</p>	<p>If collection rates were to deteriorate an increasing level of doubtful debts would require an additional amount to be put aside as a bad debt provision for additional bad debt write offs.</p>
Domestic Rates Appeals Provision	<p>The provision for NDR Appeals includes an assessment of the appeals lodged to 31st March 2020, plus an estimate of the appeals not yet lodged.</p>	<p>If NDR appeals were to significantly increase, the provision would have to be reassessed and increased. The increased liability would be shared between the Council, Central Government and County Council.</p>
Fair Value Estimations	<p>When the fair values of Investment Properties, Surplus Assets and Assets Held for Sale cannot be measured based on quoted prices in active markets (i.e. Level 1 inputs), their fair value is measured using the following valuation techniques: For Level 2 inputs, quoted prices for similar assets or liabilities in active markets at the balance sheet date; For level 3 inputs, valuations based on: - Most recent valuations adjusted to current valuation by the use of indexation and impairment review. Where possible, the inputs to these valuation techniques are based on observable data, but where this is not possible, judgment is required in establishing fair values. These judgments typically include considerations such as uncertainty and risk. Changes in assumptions used could affect the fair value of The Council's assets and liabilities. Where Level 1 inputs are not available, the authority employs RICS (Royal Institution of Chartered Surveyors) qualified valuers to identify the most appropriate valuation techniques to determine fair value. All valuations are carried out in accordance with the methodologies and bases for estimation set out in the RICS professional standards. The Council's valuation experts work closely with finance officers reporting directly to the chief financial officer on a regular basis regarding all valuation matters.</p>	<p>The Council uses combination of indexation techniques, beacon valuations and discounted cash flow (DCF) models to measure the fair value of its Investment Properties, Surplus Assets and Assets Held for Sale under IFRS13, depending on which technique it considers most appropriate. The significant unobservable inputs used in the fair value measurement include management assumptions regarding rent growth, occupancy levels, floor area repairs backlogs, beacon classifications and others.</p>

Notes to the Core Financial Statements

7(a) Expenditure and Funding Analysis

2018/19				2019/20		
Net Expenditure chargeable to General Fund	Adjustments	Net Expenditure in the CIES		Net Expenditure chargeable to General Fund	Adjustments	Net Expenditure in the CIES
£'000	£'000	£'000		£'000	£'000	£'000
1,004	185	1,189	Corp Strategy & Client Services	1,191	148	1,339
8,770	2,713	11,483	Community Services	9,032	2,571	11,603
2,955	717	3,672	Democracy & Governance	1,795	151	1,946
565	113	678	Human Resources	547	80	627
2,065	4,793	6,858	Place Shaping & Performance	3,400	4,044	7,444
2,869	1,326	4,195	Service Transformation	4,753	1,388	6,141
4,366	28	4,394	Strategic Finance	3,359	687	4,046
22,594	9,875	32,469	Net Cost of Services	24,077	9,069	33,146
(27,100)	(9,134)	(36,234)	Other Income and Expenditure	(26,944)	(14,348)	(41,292)
(4,506)	741	(3,765)	(Surplus) on Provision of Services	(2,867)	(5,279)	(8,146)
4,506			Transfer (from) to Reserves	2,867		
0			(Surplus) as per Outturn	0		
(1,414)			Opening General Fund Balance	(2,000)		
0			(Surplus) on Provision of Services	(2,867)		
(586)			Transfer to Earmarked Reserves	2,867		
(2,000)			Closing General Fund Balance	(2,000)		

Notes to the Core Financial Statements

7(b) Note to Expenditure and Funding Analysis

2018/19				2019/20				
Adjustments for capital purposes	Net change for the pension adjustments	Other Difference	Total Adjustments		Adjustments for capital purposes	Net change for the pension adjustments	Other Difference	Total Adjustments
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
0	162	23	185	Corp Strategy & Client Services	0	147	1	148
2,263	439	11	2,713	Community Services	2,244	325	2	2,571
430	289	(2)	717	Democracy & Governance	0	148	3	151
0	114	(1)	113	Human Resources	0	78	2	80
4,146	639	8	4,793	Place Shaping & Performance	3,607	437	0	4,044
1,018	311	(3)	1,326	Service Transformation	1,072	309	7	1,388
14	14	0	28	Strategic Finance	552	135	0	687
7,871	1,968	36	9,875	Net Cost of Services	7,475	1,579	15	9,069
		(9,134)	(9,134)	Other Income and Expenditure			(14,348)	(14,348)
		(9,098)	741	Difference between General Fund (surplus) and Comprehensive Income and Expenditure Statement (surplus)			(14,333)	(5,279)

Notes to the Core Financial Statements

8 Adjustments between accounting basis and funding basis under regulations

2019/20	General Fund £'000	Capital Receipts £'000	Capital Grants £'000	Unsuable Reserves £'000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited or credited to the CIES:				
Charges for depreciation, impairment and revaluation losses	(6,182)			6,182
Movements in the market value of Investment Properties	(1,836)			1,836
Revenue Expenditure Funded from Capital Under Statute	(1,073)			1,073
Amortisation of intangible assets	(221)			221
Amounts of non-current assets written off on disposal or sales as part of the gain/loss on disposals	(875)			875
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the CIES	7,615		(7,615)	
Application of grants to capital financing transferred to the CAA			4,192	(4,192)
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of gain/loss on disposal to the CIES	5,811	(5,811)		
Capital Receipts applied		5,812		(5,812)
Transfer (from)/to the Deferred Capital Receipts upon receipt of cash				
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	(4,536)			4,536
Employer's pensions contributions and direct payments to pensioners payable in the year	3,692			(3,692)
Adjustments primarily involving the Collection Fund Adjustments Accounts:				
Amount by which council tax & business rates income credited to the CIES is different from statutory requirements	2,898			(2,898)
Adjustments primarily involving the Accumulated Absences Accounts:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from statutory requirements.	(14)			14
	5,279	1	(3,423)	(1,857)

Notes to the Core Financial Statements

2018/19	General Fund £'000	Capital Receipts £'000	Capital Grants £'000	Unsuable Reserves £'000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited or credited to the CIES:				
Charges for depreciation, impairment and revaluation losses	(3,746)			3,746
Movements in the market value of Investment Properties				
Revenue Expenditure Funded from Capital Under Statute	(209)			209
Amortisation of intangible assets	(45)			45
Amounts of non-current assets written off on disposal or sales as part of the gain/loss on disposals	(935)			935
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the CIES	4,475		(4,475)	
Application of grants to capital financing transferred to the CAA			2,405	(2,405)
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of gain/loss on disposal to the CIES	4,441	(4,441)		
Capital Receipts applied		5,427		(5,427)
Transfer (from)/to the Deferred Capital Receipts upon receipt of cash				
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	(4,767)			4,767
Employer's pensions contributions and direct payments to pensioners payable in the year	3,592			(3,592)
Adjustments primarily involving the Collection Fund Adjustments Accounts:				
Amount by which council tax & business rates income credited to the CIES is different from statutory requirements	(3,511)			3,511
Adjustments primarily involving the Accumulated Absences Accounts:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from statutory requirements.	(36)		1	35
	(741)	986	(2,069)	1,824

Notes to the Core Financial Statements

9 Other Operating Income and Expenditure

2018/19		2019/20
£'000		£'000
(270)	(Gains) on Disposal of Non-Current Assets	(1,019)
(3,236)	Unattached Capital Receipts	(3,917)
(3,827)	Other Operating (Income)	(6,184)
(7,333)		(11,120)

10 Financing and Investment Income and Expenditure

2018/19		2019/20
£'000		£'000
0	Interest Payable and Similar Charges	4,099
1,504	Net Interest on the Net Defined Benefit Liability/(Asset)	1,509
(2,762)	Interest Receivable and Similar Income	(5,891)
(7,869)	(Income) Relation to Investment Properties	(13,641)
(3,873)	Investment Properties - Changes in their Fair Value	1,836
(13,000)		(12,088)

11 Taxation and Non Specific Grant Incomes

2018/19		2019/20
£'000		£'000
(8,694)	Council Tax Income	(8,975)
(2,884)	Non-domestic Rates Income and Expenditure	(4,709)
(1,179)	Non-ringfenced Government Grants	(721)
(3,144)	Capital Grants & Contributions	(3,679)
(15,901)		(18,084)

Notes to the Core Financial Statements

12 Expenditure and Income analysed by Nature

2018/19		2019/20
£'000		£'000
(16,329)	Fees and Charges	(7,811)
(2,762)	Net Interest and Investment Income	(17,696)
(11,578)	Income From Council Tax and Business Rates	(13,684)
(7,063)	Other Income	(10,101)
(41,792)	Government Grants and Contributions	(37,065)
(701)	Support Services Recharge	(587)
(80,225)	Total Income	(86,944)
15,783	Employee Expenses	16,663
55,443	Other Service Expenditure	50,112
4,000	Depreciation, Amortisation and Impairment	7,468
(270)	(Gains) on disposal of non-current assets	(1,019)
	Interest Payable and Similar Charges	4,099
1,504	Pensions Adjustments	1,509
76,460	Total Expenditure	78,832
(3,765)	(Surplus)/Deficit on Provision of Services (I&E)	(8,112)

Notes to the Core Financial Statements

13 Grant Income

2018/19		2019/20
£'000		£'000
	Credited to Taxation and Non-Specific Grant Income	
0	Council Tax Transition Grant	0
(1,015)	New Homes Bonus	(721)
(475)	Non Specific Grant	0
(114)	Revenue Support Grant	0
(2,670)	Section 106 Contributions	(3,664)
(49)	Other	(15)
(4,323)	Subtotal Grant Income Credited to Taxation and Non-Specific Grant Income	(4,400)
	Credited To Services	
0	Arts Council - Lottery	(55)
(30)	Building Safer Communities	(17)
(13)	CCTV	(15)
(25)	Cemeteries	0
(109)	Housing & Council Tax Benefit Administration Grant	(112)
0	Highways	(97)
(34,613)	DWP Housing Benefit Grant	(29,838)
0	Partnerships and Performance	(67)
(849)	Elections	(512)
(17)	Environmental Health	(62)
(454)	Housing - Homelessness	(271)
(71)	Housing Refugees	(52)
0	Land Charges	0
2	Museum	0
(13)	New Burdens	(194)
(194)	NNDR - Cost of Collection Grant	(176)
(30)	Public Health & Nuisance	(27)
(60)	Planning	(298)
(91)	Little Cassiobury	(54)
(55)	Sports Development	(42)
(43)	Taxi Marshall Scheme	(32)
(66)	Town Centre Special Events	(45)
(738)	Waste Management	(699)
(37,469)	Subtotal Grant Income Credited to Services	(32,665)
(41,792)	Total Grant Income	(37,065)

14 Joint Operations

The Council is party to the West Herts Crematorium Joint Committee under the Local Government Act 2000, as disclosed at note 19.

Notes to the Core Financial Statements

15 External Audit Costs

The council has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections for 2018/19 and 2019/20 by Ernst & Young.

2018/19		2019/20
£'000		£'000
40	Fees payable to the external auditors with regard to external audit services carried out by the appointed auditor for the year.	40
11	Fees payable for other services provided by external auditors during the year.	11
51		51

16 Members Allowances

The Local Authorities (Members' Allowances) (England) Regulations 2003 provide for the circumstances in which allowances are payable to members and the maximum amounts payable in respect of certain allowances. The total of Members' Allowances paid in the year was £477k (2018/19: £485k).

Further information on Members' Allowances can be obtained from the Council's Democratic Services section.

Notes to the Core Financial Statements

17 Officers' Remunerations

The Council is required to disclose the number of employees in the accounting period whose remuneration fell in each bracket of a scale in multiples of £5,000, starting with £50,000. For completeness, the Council has included the senior officers' remuneration (excluding pensions) from the second table of this note, in the first table of this note, detailed below:-

2018/19		2019/20
No of	Remuneration Band	No of
13	£50,000 - £54,999	11
6	£55,000 - £59,999	6
1	£60,000 - £64,999	3
0	£65,000 - £69,999	0
2	£70,000 - £74,999	1
2	£75,000 - £79,999	2
1	£80,000 - £84,999	3
0	£85,000 - £89,999	0
0	£90,000 - £94,999	0
0	£95,000 - £99,999	0
1	£100,000 - £104,999	1
0	£105,000 - £109,999	0
0	£110,000 - £114,999	1
0	£115,000 - £119,999	0
0	£120,000 - £124,999	0
0	£125,000 - £129,999	0
0	£130,000 - £134,999	0
0	£135,000 - £139,999	0
1	£140,000 - £144,999	1
0	£145,000 - £149,999	0
0	£150,000 - £154,999	0
0	£155,000 - £159,999	0
27		29

The Director of Finance is the statutory Chief Finance officer (S151) and is a shared post with Three Rivers District Council (TRDC) who under the lead authority model pick up the costs of this post which is recharged to Watford Borough Council on a 50:50 basis. The full cost is shown in the TRDC accounts.

Notes to the Core Financial Statements

The following tables provide additional detail for senior officers' remuneration where salary for the establishment post falls between £50,000 and £150,000.

2019/20	Salary Including Fees and Allowances	Expenses Allowances	Compensation for Loss of Office	Pension Contribution	Total Remuneration
Post	£	£	£	£	£
Managing Director	144,823	0	0	26,358	171,181
Group Head of Place Shaping (Apr 19 - Aug 19)	74,731	0	26,010	7,902	108,643
Interim Group Head of Place Shaping	98,700	0	0	0	98,700
Group Head of Community & Environmental Services	78,671	0	0	14,318	92,989
Group Head of Transformation	77,275	0	0	14,064	91,339
Group Head of Democracy & Governance (Monitoring Officer)	81,382	0	0	14,812	96,194
Group Head of Commercial (Mar 20)	8,805	0	0	1,603	10,408
Executive Head of Strategy and Communications	67,829	0	0	13,607	81,436
Executive Head of HR and Organisational Development	81,523	0	0	14,387	95,910
Total	713,739	0	26,010	107,050	846,799

2018/19	Salary Including Fees and Allowances	Expenses Allowances	Compensation for Loss of Office	Pension Contribution	Total Remuneration
Post	£	£	£	£	£
Managing Director	141,983	0	0	25,841	167,824
Deputy Managing Director: Place Shaping and Corp. Performance	102,000	0	0	18,564	120,564
Head of Community & Environmental Services	74,820	0	0	13,617	88,437
Head of Corporate Strategy & Communications	55,861	0	0	10,167	66,028
Head of Democracy & Governance (Monitoring Officer)	77,451	0	0	14,096	91,547
Head of Service Transformation	71,662	0	0	13,043	84,705
Total	523,777	0	0	95,328	619,105

During the financial year, there was a restructure in senior management team. No bonuses were given during either period.

Notes to the Core Financial Statements

18 Termination Benefits

The Council terminated the contracts of 10 employees in 2019/20, incurring liabilities of £309,197 (2018/19: £101,155). Of this total, £196,687 (2018/19: £90,091) was payable in the form of compensation for loss of office and £112,510 (2018/19: nil payment) in enhanced pension benefits as part of the Council's rationalisation of Services.

2018/19			2019/20				
Compulsory Redundancy	Other Departures	Total Cost	Remuneration Band		Compulsory Redundancy	Other Departures	Total Cost
6	0	55,655	£0 - £20,000		6	0	51,308
0	0	0	£20,001 - £40,000		2	0	58,662
1	0	45,500	£40,001 - £60,000		1	0	42,742
0	0	0	£150,001 - £200,000		1	0	156,485
7	0	101,155			10	0	309,197

19 Related Party Transactions

This disclosure note has been prepared using specific declarations obtained in respect of related party transactions from Members and Senior Officers. The Council is required to disclose material transactions with related parties - bodies and individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council.

Details of grant funding transactions with government departments and agencies are set out in Note 9 to the Core Financial Statements. The Council also paid precepts to Hertfordshire County Council, Hertfordshire Police Authority and Parish Council's with which details can be found in the Collection Fund Accounts.

Members and Senior Officers Information gathered through declarations provided by both members and officers alike has been tabulated below:

Name	Role	Position	Name of Entity	Details
Derek Scudder	Councillor	Representative	Bedford Morison & Cordery Almshouse Charity	Occasional transactions in the normal course of business
Tim William	Councillor	Representative	Board of Watford Workshop	Occasional transactions in the normal course of business

Notes to the Core Financial Statements

Mark Watkin	Councillor	Governor	Chessbrook ESC	Occasional transactions in the normal course of business
Pater Taylor	Mayor	Declaration of Interest	East of England LGA	Routine business transactions with regard invoicing Watford Borough Council for services supplied
Stephen Bolton	Councillor	Representative	Groundwork East	Occasional transactions in the normal course of business
Alan Gough	Head of Community & Customer Services	Director	Hart Homes LLP	Council has a 50% stake
Alison Scott	Head of Finance/Director of Finance	Director		
Jo Wagstaffe	Director of Finance	Board Member		
Rabi Martins	Councillor	Representative	Hertfordshire Police & Crime Panel	No transactions identified between Council & Entity
Tim Williams	Councillor	Representative	Hertfordshire Sustainability Forum	Occasional transactions in the normal course of business
			Hertfordshire Waste Management Group	Occasional transactions in the normal course of business
Peter Taylor	Mayor	Declaration of Interest	Herts Leaders Group	Routine transactions with regard invoicing
			LGA Eastern Region Local Government Conference	No transactions identified between Council & Entity
			LGA General Assembly	No transactions identified between Council & Entity

Notes to the Core Financial Statements

			LGIU	No transactions identified between Council & Entity
Mark Watkin	Councillor	Representative	Val Mirugan Hindu Temple Trust	Occasional transactions in the normal course of business
Rabi Martins				
Kathryn Robson	Group Head of Corporate Strategy and Communications	Declaration of Interest	Veolia	Husband undertakes consultancy work for Watford Borough Council to the amount of roughly £6,500
Manny Lewis	Managing Director	Board Member	Watford BID	Occasional transactions in the normal course of business
Stephen Bolton	Councillor	Board Member	Watford Citizens Advice Bureau	Occasional transactions in the normal course of business
Alan Gough	Head of Community & Customer Services	Director	Watford Commercial Services Ltd	Wholly owned subsidiary of Council
Alison Scott	Head of Finance/Director of Finance	Director		
Peter Jeffree	Councillor	Board Member	Watford Community Housing	Occasional transactions in the normal course of business
Jo Wagstaffe	Director of Finance	Board Member	Watford Health Campus Partnership LLP	Set up in 2013, the Council is in partnership with Kier Property Investment Ltd in a LABV (Local Asset Backed Vehicle). This is developing a large site next to Watford hospital which has many complex issues to resolve
Alison Scott	Head of Finance/Director of Finance			

Notes to the Core Financial Statements

Manny Lewis	Managing Director			and will take well over a decade to complete all aspects. The Council's financial input relates to providing land and equity (Loan Notes A). The equity required varies between years in line with the needs of the developments within the overall scheme. In 2018/19 the net equity at the year-end was £7,078m including accrued interest.
Karen Collett	Councillor	Director	Watford Palace Theatre	Occasional transactions in the normal course of business
Tim Williams	Councillor	Representative		
Stephen Bolton	Councillor	Representative	Wellspring Church	Occasional transactions in the normal course of business
Derek Scudder	Councillor	Representative	West Herts Crematorium	An Agreement existing between neighbouring authorities (Hertsmere, St Albans, Dacorum, Three Rivers & Watford) to constitute a Joint Committee under the Local Government Act 2000. In 2019/20, Watford received a contribution of £50,000 (2018/19 £50,000)
Jo Wagstaffe	Director of Finance	Honorary Treasurer		
Karen Collett	Councillor	Board Member		
Manny Lewis	Managing Director	Clerk		
Derek Scudder	Councillor	Representative	West Herts Golf Club Consultative Committee	Rent Received from West Herts Golf Club of £70,000 per annum (2018/19 £70,000) as well as occasional transactions in the normal course of business

20 Partnership Working

Notes to the Core Financial Statements

2018/19		2019/20		
Total Net Cost		Provided by WBC	Provided by TRDC	Total Net Cost
£'000	Services	£'000	£'000	£'000
1,464	Local Tax Collection		1,474	1,474
1,690	Housing Benefits		1,486	1,486
1,496	Finance		1,397	1,397
716	HR	668		668
1,195	ICT	1,201		1,201
6,561	Net Cost of Services / Operating Expenditure	1,869	4,357	6,226
(3,944)	Paid by Watford Borough Council	(1,175)	(2,572)	(3,747)
(2,617)	Paid by Three Rivers District Council	(694)	(1,785)	(2,479)
0	(Surplus) / Deficit for the year	0	0	0

21 Property, Plant and Equipment

(a) Movement of Property, Plant and Equipment

2019/20	Land & Building	Plant & Equipment	Infra-Structure	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 April 2019	89,547	32,053	3,139	124,739
Additions - Capital Programme	2,165	11,963	222	14,350
Additions - Finance Leases	236,890			236,890
Revaluation increases recognised in the Revaluation Reserve	24,991			24,991
Revaluation decrease recognised in the Revaluation Reserve	(5,083)			(5,083)
Revaluation increases/ (decreases) recognised in the Surplus / Deficit on the provisions of services	625			625
Derecognition - Disposals				0
Assets reclassified	1,158			1,158
At 31 March 2020	350,293	44,016	3,361	397,670
Accumulated Depreciation & Impairment				
At 1 April 2019	(8,988)	(22,197)	(2,785)	(33,970)
Depreciation Charge	(3,659)	(2,891)	(257)	(6,807)
Depreciation written out to the Revaluation Reserve	607			607
At 31 March 2020	(12,040)	(25,088)	(3,042)	(40,170)
Balance Sheet Value at 31 March 2020	338,253	18,928	319	357,500
Balance Sheet Value at 1 April 2019	80,559	9,856	354	90,769

During the financial year, the Council acquired Croxley Business Park on finance lease for £236.9m for a duration of 40 years.

Notes to the Core Financial Statements

2018/19	Land & Building	Plant & Equipment	Infra-Structure	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 April 2018	85,992	26,762	3,123	117,301
Additions - Capital Programme	2,679	5,291	16	7,986
Additions - Finance Leases	1			1
Revaluation increases / (decreases) recognised in the Revaluation Reserve	1,119			1,119
Revaluation increases / (decreases) recognised in the Surplus /Deficit on the provisions of services	(75)			(1,499)
Derecognition - Disposals	(345)			(345)
Assets reclassified	176			176
At 31 March 2019	89,547	32,053	3,139	124,739
Accumulated Depreciation & Impairment				
At 1 April 2018	(5,969)	(19,445)	(2,436)	(27,850)
Depreciation Charge	(3,019)	(2,752)	(349)	(6,120)
Depreciation written out to the Revaluation Reserve				0
At 31 March 2019	(8,988)	(22,197)	(2,785)	(33,970)
Balance Sheet Value at 31 March 2019	80,559	9,856	354	90,769
Balance Sheet Value at 1 April 2018	80,023	7,317	687	89,451

(b) Revaluations

The Council carried out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at fair value is revalued at least every five years. Valuations are carried out internally and the basis of valuations is in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. All assets have been valued individually, with the final statements of account reconciled to the valuation certificates. The basis of valuing individual classes of assets owned by the Council is detailed in Note 1 to the Core Financial Statements.

The following table illustrates the scope of the revaluation work undertaken and demonstrates the Council's rolling revaluation programme. The Council undertakes an impairment review at the year end and any asset which has had a material gain or loss in value during the year is adjusted.

Notes to the Core Financial Statements

Therefore, the Council believes that the prior year valuations are still appropriate.

Revaluations	Land & Building	Plant & Equipment	Infra-Structure	Total
	£'000	£'000	£'000	£'000
Carried at historical cost	0	44,016	3,361	47,377
Additions valued at current value as at:				
31/03/2020	260,746	0	0	260,746
31/03/2019	3,555	0	0	3,555
31/03/2018	6,348	0	0	6,348
31/03/2017	23,298	0	0	23,298
31/03/2016	42,355	0	0	42,355
31/03/2015	13,991	0	0	13,991
Total cost at 31 March 2020 carried forward	350,293	44,016	3,361	397,670

(c) Information About Depreciation Methodologies

Depreciation has been provided for all assets with a finite useful life. The basis for depreciating assets is detailed in the Statement of Accounting Policies (Note 1.15). Depreciation commences in the year following acquisition. Freehold land, Investment Properties, Assets under construction, Surplus Assets and Heritage Assets are not depreciated.

22 Heritage Assets

The Council's Heritage Assets are reported in the Balance Sheet at insurance valuations which are based on market values. These insurance values are reviewed and updated as part of the rolling five year plan. The Council has a rolling programme of repair and restoration of its heritage assets and regularly reviews the conditions of its assets. The Council keeps a register of all its Heritage Assets and records the nature, condition and location of each asset.

2019/20	Musical Instrument	Statues, Sculptures & War Memorials	Works of Art	Civic Regalia	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 1 April 2019	400	645	700	233	1,978
Revaluation increases recognised in the Revaluation	0	0	0	7	7
At 31 March 2020	400	645	700	240	1,985

Notes to the Core Financial Statements

2018/19	Musical Instrument	Statues, Sculptures & War Memorials	Works of Art	Civic Regalia	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 1 April 2018	400	645	700	233	1,978
At 31 March 2019	400	645	700	233	1,978

23 Investment Properties and Surplus Assets

(a) Movement of Investment Properties and Surplus Assets

2019/20	Investment Properties	Surplus Assets	Total
	£'000	£'000	£'000
At 1 April 2019	174,133	2,021	176,154
Additions	3,129		3,129
Revaluation increases recognised in the surplus/deficit on the provision of services	(1,876)		(1,876)
Derecognition - disposals	(875)		(875)
Derecognition - Other			0
Assets reclassified	(1,158)		(1,158)
At 31 March 2020	173,353	2,021	175,374
Balance Sheet Value at 31 March 2020	173,353	2,021	175,374
Balance Sheet Value at 1 April 2019	174,133	2,021	176,154

Notes to the Core Financial Statements

2018/19	Investment Properties	Surplus Assets	Total
	£'000	£'000	£'000
At 1 April 2018	168,950	605	169,555
Additions	3,485		3,485
Revaluation increases recognised in the surplus/deficit on the provision of services	3,878		3,878
Derecognition - disposals	(285)	(305)	(590)
Derecognition - Other	1	1	2
Assets reclassified	(1,896)	1,720	(176)
At 31 March 2019	174,133	2,021	176,154
Balance Sheet Value at 31 March 2019	174,133	2,021	176,154
Balance Sheet Value at 1 April 2018	168,950	605	169,555

Fair Value Hierarchy

All the Council's investment property portfolio has been assessed as Level 2 for valuation purposes (see Note 1 for explanation of fair value levels).

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

The fair value of investment property has been measured using the Investment Method of Valuation. The valuers have used a desktop valuation relying on data provided by Avison Young, the Council's managing agents. Valuations have taken account of the following factors: existing lease terms and rentals taken from the tenancy schedule, independent research into market evidence including Market rentals and yields, and then adjusted to reflect the nature of each business tenancy or void and the covenant strength for existing tenants.

Valuers

The investment property portfolio has been valued at 31 March 2020 in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution for Chartered Surveyors. The assets were valued by Avison Young, the Council's valuing agents.

(b) Accounted for in Comprehensive Income and Expenditure Statement

2018/19		2019/20
£'000		£'000
(8,204)	Rental income from investment property	(16,072)
335	Direct operating expenses arising from investment properties	2,431
(7,869)	Net (gain) /Loss	(13,641)

Notes to the Core Financial Statements

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.

24 Capital Expenditure, Financing and Commitments

The total amount of capital expenditure incurred in the year is shown in the table below, 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.

2018/19		2019/20
£'000		£'000
29,127	Opening Capital Financing Requirement	32,436
	Capital Investment	
7,986	Property, Plant and Equipment	251,240
3,485	Investment Properties	3,129
45	Intangible Assets	221
209	Revenue Expenditure Funded from Capital Under Statute	1,073
1,650	Long Term Debtors	225
5,670	Long Term Investments	0
19,045		255,888
	Sources of Finance	
(5,428)	Capital receipts	(5,811)
(2,405)	Government Grants and Other Contributions (including S106)	(4,192)
	Earmarked Reserves	
(35)	Capital Fund	(615)
(73)	Project and Programme Management	(60)
(135)	Dev Sites Decontamination	0
(536)	New Home Bonus	0
0	Car Parking Zone	(134)
(12)	Long Term Debtors	(6,000)
(7,112)	Long Term Investments	0
(15,736)		(16,812)
32,436		271,512

At 31 March 2020 the Council had contractual commitments totalling £22.781m (31 March 2019: £11.543m)

Notes to the Core Financial Statements

25 Leases

Operating Leases – The council as Lessor

The Council leases out property under operational leases.

The future minimum leases payments receivable are:

2018/19		2019/20
£'000		£'000
677	Leases rolling over regularly	536
6,163	Not later than one year	4,794
23,425	Later than one year and not later than five years	15,550
169,624	Later than five years	131,220
199,889	Balance as at 31 March carried forward	152,100

26 Debtors & Investments - Long Term

Long-term debtors are debtors which fall due after a period of at least one year. Long-term investments include investments in the Watford Health Campus scheme. They are analysed as follows:

2018/19		Net Movements in Year	2019/20
£'000		£'000	£'000
	Long Term Debtors		
8	Loan to YMCA	0	8
1,310	Rent to Mortgage	13	1,323
131	Finance Leases as Lessor	0	131
150	Watford Muslim Youth	0	150
7	Charges Registered to Properties	0	7
6,000	Hart Homes Watford	0	6,000
2,000	Watford Health Hospital Trust	0	2,000
6,000	Watford Health Campus- Growing Places (interest free loan)	(6,000)	0
0	Everyone Active - Leisure Centres	225	225
15,606		(5,762)	9,844
	Long Term Investments		
2,400	Hart Homes Watford	0	2,400
6,734	Watford Health Campus LABV	3,317	10,051
20	Municipal Bonds Agency & Local Capital Finance Company	0	20
150	Watford Commercial Services	300	450
9,304		3,617	12,921
24,910		(2,145)	22,765

Notes to the Core Financial Statements

27 Debtors - Short Term

An analysis of debtors falling due within one year is shown below:

2018/19		2019/20
£'000		£'000
1,615	Central Government Bodies	3,647
9	Local Authorities	594
10,325	Other Entities and Individuals	11,671
314	Payments in Advance	223
12,263		16,135
(5,529)	Less: Provision for Bad Debts / Impairment	(5,494)
6,734	Total	10,641

28 Cash and Cash Equivalents

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

2018/19		2019/20
£'000		£'000
(Restated)		
	Current Assets	
1	Cash held by the Authority	521
4,931	Bank Current Accounts	9,830
2,004	Short-term Deposits	94,413
6,936		104,764
	Current Liabilities	
0	Bank overdrafts	0
6,936	Total	104,764

Short term deposits include £92m received in advance as part of acquiring Croxley Business Park on finance lease. The money will be used for planned capital maintenance and to cover revenue shortfall over the lease period.

29 Cash Flow Statement- Operating, Investing and Financing Activities

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements and investing and financing activities:

Notes to the Core Financial Statements

2018/19 (restated)			2019/20	
£'000	£'000		£'000	£'000
		Note 29a - Operation Activities		
1,082		Interest received	1,392	
0		Interest paid	(4,100)	
1,680		Dividend/Profit Received	4,500	
	2,762			1,792
6,120		Depreciation	6,807	
1,499		Impairment and downward valuations	(625)	
45		Amortisation	221	
(3,502)		Increase/(decrease) in creditors	27,720	
2,088		(Increase)/decrease in debtors	(1,942)	
0		Decrease in inventories	1	
1,175		Movement in pensions liability	844	
935		Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	875	
(4,962)		Other non-cash items charged to the provision of services	(1,082)	
	3,398			32,819
12,000		Proceeds from short-term (not considered to be cash equivalents) and long-term investments (includes investments in associates, joint ventures and subsidiaries)	0	
(4,441)		Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(5,851)	
(4,474)		Any other items for which the cash effects are investing or financing cash flows	(7,615)	
	3,085			(13,466)
	9,245			21,145
		Note 29B- Investing Activities		
(11,516)		Purchase of property, plant, equipment, investment property and intangible assets	(17,701)	
(11,670)		Purchase of st and It investments	(3,617)	
(1,650)		Other payments for investing activities	(225)	
4,441		Proceeds from the sale of property, plant, equipment, investment property and intangible assets	5,811	
7,112		Proceeds from st and It investments	0	
4,486		Other receipts from investing activities	81,643	
	(8,797)			65,911
		Note 29c- Financing Activities		
8		Other receipts from financing activities	1	
0		Cash receipts of short and long term borrowing	15,000	
0		Cash payments - Finance Leases	(2,585)	
(4,508)		Other payments for financing activities	(498)	
(10)		Repayments of st and It borrowing	(7,500)	
	(4,510)			4,418

30 Creditors - Short Term

An analysis of creditors falling due within one year is shown below:

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
	Short-term creditors	
(5,483)	Central Government Bodies	(5,092)
(2,776)	Local Authorities	(5,079)
(5,755)	Other Entities and Individuals	(8,032)
(1,448)	Receipts in Advance less than 1 year	(2,451)
(15,462)	Total	(20,654)
	Short-term borrowing	
(7,500)	Loans repayable within one year	(15,000)
(22,962)	Total	(35,654)

31 Creditors - Long Term

An analysis of creditors falling due in one year or more is shown below:

2018/19		2019/20
£'000		£'000
92	Deferred Liabilities (obligations under finance leases)	(234,214)
(6)	Capital Grants receipts in advance	(68,006)
0	Receipts in advance more than 1 year	(24,000)
86	Total	(326,220)

Deferred liabilities include the acquisition of Croxley Business Park under finance lease.

Capital grants receipts in advance includes £68m for Croxley Business Park for planned capital maintenance throughout the life of the lease.

Receipts in advance includes £24m received for Croxley Business Park as a contribution of future rent shortfall.

32 Provisions

Provisions are accumulated funds held where the Council has an obligation which is likely to lead to a payment but the exact amount and timing of the payment is unknown.

2018/19		Change	Used	Unused Reversal	Unwinding Discounting	2019/20
£'000		£'000	£'000	£'000	£'000	£'000
(77)	Property Searches	0	0	0	0	(77)
(48)	Municipal Mutual Insurance	0	0	0	0	(48)
(74)	Contractual Provision	0	0	0	0	(74)
(5,747)	NDR Appeals	39	2,920	0	0	(2,788)
(5,946)	Total	39	2,920	0	0	(2,987)

Property Searches

The Council is a defendant in proceedings brought by a group of property Search Companies for refunds of fees paid to the Council to access land charges data. It is possible that additional claimants may come forward to submit claims for refunds, but none have been initiated as present.

Municipal Mutual Insurance

Under Watford Borough Council's agreement with its previous insurer Municipal Mutual Insurance (MMI), the Council is exposed to the possibility of having to repay all or part of its claims already settled, or to be settled, by MMI. The Council believes the provision of £48k is prudent.

Contractual Provision

This provision reflects a potential liability for the Council on one of its contracted services.

NDR Appeals

The NNDR Appeals provision has arisen because of the change to the NNDR regime. All business premises can appeal their valuation, set by the Valuation Office, which is used for setting the level of rates payable. Until the appeal is heard and decided a provision is estimated to cover the likely outcome.

33 Defined Benefit Pension Scheme

Participation in Pension Scheme

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 the Local Government Pension Scheme administered locally by Hertfordshire County Council. This is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets. The pension scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Pensions Committee of HCC. Policy is determined in accordance with the Local Government Pension Scheme Regulations 2013. The investment managers of the fund are appointed by the Investment sub-committee of HCC and consist of the fifteen Investment Fund Managers.

Principal risks of the scheme for the Council are longevity assumptions, statutory and structural scheme changes, changes to inflation, bond yields and performance of the scheme's equity investments. The Council has taken into account the impact of the McCloud Judgement and the Guaranteed Minimum Pensions equalisation on future liabilities arising from the defined benefit pension scheme.

Transactions relating to Retirement Benefits

The Council recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge that is required to be made against council tax is based on the cash payable in the year, so the real cost of post-employment / retirement benefits is reversed out of the General Fund via the

Notes to the Core Financial Statements

Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Account and the General Fund Balance via the Movement in Reserves Statement during the year:-

2018/19		2019/20
£'000		£'000
	Comprehensive Income and Expenditure Statement (CI&ES)	
	Costs of Service	
	<i>Service cost comprising:</i>	
2,721	current service cost	3,027
542	past service cost	0
	<i>Financing and Investment Income and Expenditure</i>	
1,504	Net Interest Expense	1,509
4,767	Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	4,536
	Other Post Employment Benefit Charged to the CI&ES	
	<i>Remeasurement of the net defined benefit liability comprising:</i>	
(4,813)	Return on plan assets	(9,886)
0	Actuarial gains and losses arising on changes in demographic assumptions	0
0	Actuarial gains and losses arising on changes in financial assumptions	0
8,642	Other	(12,331)
3,829	Total Remeasurement recognised in Other CI&ES	(22,217)
8,596	Total Post Employment Benefit Charged to CI&ES	(17,681)
	Movement in Reserves Statement	
(4,767)	Reversal of net charges made to the Provision of Services for post employment benefits in accordance with the Code	(4,536)
3,592	Employers' contributions payable to the scheme	3,692
3,592	Actual amount charged against the General Fund Balance for pensions in the year	3,692

Pensions Assets and Liabilities Recognised in the Balance Sheet

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

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
(178,200)	Present value of the defined benefit obligation	(167,284)
115,147	Fair value of plan assets	125,604
(63,053)	Total	(41,680)

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

2018/19		2019/20
£'000		£'000
109,439	Opening fair value of scheme assets at 1 April	115,147
2,819	Interest income	2,743
	Remeasurement gain/(loss):	
4,813	Return on plan assets	9,886
3,592	Contributions from employer	3,692
503	Contributions from employees into the scheme	523
(6,019)	Benefits paid	(6,387)
0	Other	0
115,147	Closing fair value of scheme assets at 31 March	125,604

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

2018/19		2019/20
£'000		£'000
(167,488)	Opening Balance at 1 April	(178,200)
(2,721)	Current service costs	(3,027)
(542)	Past service costs	0
(4,323)	Interest cost	(4,252)
(503)	Contributions from scheme participants	(523)
	<i>Remeasurement (gains) and losses:</i>	
0	Actuarial gains and losses arising from changes in demographic assumptions	0
(8,642)	Actuarial gains and losses arising from changes in financial assumptions	12,331
0	Other	0
	<i>Past service costs</i>	
0	Losses/(gains) on curtailments	0
6,019	Benefits paid	6,387
(178,200)	Closing Balance at 31 March	(167,284)

Notes to the Core Financial Statements

Local Government Pension Scheme assets comprised

2018/19				2019/20		
Quoted active market	Quoted non-active market	Total		Quoted active market	Quoted non-active market	Total
£'000	£'000	£'000		£'000	£'000	£'000
3,726	0	3,726	Cash and cash equivalents	2,713	0	2,713
			Equity instruments: by industry type			
5,122	0	5,122	Consumer	2,398	0	2,398
4,465	0	4,465	Manufacturing	1,914	0	1,914
1,189	0	1,189	Energy and Utilities	0	0	0
4,748	0	4,748	Financial Institutions	1,840	0	1,840
937	0	937	Health and Care	1,130	0	1,130
3,603	0	3,603	Information Technology	4,303	0	4,303
309	0	309	Other	206	0	206
24,096	0	24,096	Sub-total equity	14,503	0	14,503
			Bonds: by sector			
0	0	0	Corporate Bonds (inv. grade)	0	0	0
0	0	0	UK Government	0	0	0
0	53	53	Other	0	3,255	3,255
0	53	53	Sub-total bonds	0	3,255	3,255
			Property: by type			
0	4,079	4,079	UK Property	0	3,798	3,798
0	4,367	4,367	Overseas Property	0	7,496	7,496
0	8,447	8,447	Sub-total property	0	11,293	11,293
			Private Equity:			
0	5,399	5,399	All	0	6,720	6,720
0	5,399	5,399	Sub-total private equity	0	6,720	6,720
			Other Investment Funds:			
29,055	0	29,055	Equities	39,074	0	39,074
40,061	0	40,061	Bonds	41,180	0	41,180
0	0	0	Commodities	0	0	0
0	1,116	1,116	Infrastructure	0	116	116
973	6,086	7,059	Other	1,059	8,536	9,596
70,088	7,202	77,290	Sub-total other investment funds	81,313	8,652	89,965
			Derivatives:			
0	(137)	(137)	Foreign exchange	0	(133)	(133)
0	(137)	(137)	Sub-total derivatives	0	(133)	(133)
94,184	20,963	115,147		95,817	29,787	125,604

Notes to the Core Financial Statements

Basis for Estimating Assets and Liabilities

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

The Local Government Pension Scheme has been assessed by Hymans Robertson LLP, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2019.

The significant assumptions used by the actuary have been:

31 Mar 19		31 Mar 20
7.0%	Total Returns from 1 April 2019 to 31 March 2020	-1.3%
	Mortality Assumptions	
	Longevity at 65 for current pensioners	
22.5	Men	21.9
24.9	Women	24.1
	Longevity at 65 for future pensioners	
24.1	Men	22.8
26.7	Women	25.5
2.6%	Rate of increase in salaries	2.3%
2.5%	Rate of increase in pensions	1.9%
2.4%	Rate for discounting scheme liabilities	2.3%

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 whilst all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

2018/19		2019/20
£'000		£'000
3-5%	Longevity (increase in 1 year)	3-5%
1,253	Rate of increase in salaries (increase by 0.5%)	749
14,174	Rate of increase in pensions (increase by 0.5%)	12,846
15,611	Rate for discounting scheme liabilities (decrease by 0.5%)	13,665
31,038	Total	27,260

Notes to the Core Financial Statements

Information about the Defined benefit obligation

Funding levels are monitored on an annual basis, and the latest triennial review is based on 31 March 2019 data. The fund liability may go up or down based on this review, and a sensitivity analysis is set out within this note under “impact on the defined benefit obligation in the scheme”. The total value of contributions expected to be made by the Council in 2020/21 is £3.753m.

34 Contingent Assets and Liabilities

There are no material contingent assets and liabilities at 31 March 2020

35 Usable Reserves

(a) Movement in Usable Reserves

Details of the movements relating to individual usable reserves are shown below:

Balance at 31-Mar-19		Net Movement in Year	Balance at 31-Mar-20	Further Detail Note
£'000		£'000	£'000	
	(1) Capital Receipts Reserve	1	0	35(b)
(19,492)	Earmarked Reserves	(2,058)	(21,550)	35(c)
(2,000)	General Fund Balance	0	(2,000)	35(d)
(4,228)	Capital Grants Unapplied	(3,423)	(7,651)	35(e)
(25,721)	Total Net Worth	(5,480)	(31,201)	

(b) Capital Receipts Reserve

The Usable Capital Receipts Reserve holds capital receipts from the sale of assets which have been received and have not yet been used to finance capital expenditure. The balance on the Reserve is restricted by statute from being used other than to fund future years' expenditure in the approved capital budget or set aside to finance historical capital expenditure.

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
(987)	Balance brought forward at 1 April	(1)
	Received in year:	
(1,205)	Proceeds from sale of long-term assets	(1,894)
0	Transfer from Deferred Capital Receipts upon receipts of cash	
(3,236)	Unattached Capital Receipts	(3,917)
0	Loan repayments (Unattached Capital Receipt)	
(4,441)		(5,811)
	Applied in year:	
5,428	Applied to Capital Adjustment Account to finance new capital expenditure	5,811
0	Applied to Long Term Debtors to clear loans	
(1)	Transferred to Capital Adjustment Account to finance new capital expenditure	1
5,427		5,812
(1)	Usable Reserves	0

(c) Earmarked Reserves

This note sets out the amounts set aside from the General Funding earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2019/20.

For each Reserve established the Council identifies:

- the reason/purpose of the reserve
- how and when the reserve can be used
- procedures for the management and control of the reserve
- a process and timescale for review to ensure continuing relevance and adequacy

Notes to the Core Financial Statements

Balance at 01-Apr-18	Approp-riations to Reserve	Approp-riations From Reserve	Balance at 31-Mar-19		Approp-riations to Reserve	Approp-riations From Reserve	Balance at 31-Mar-20
£'000	£'000	£'000	£'000		£'000	£'000	£'000
(86)	0	0	(86)	Area Based Grant	0	0	(86)
(1,058)	(1,303)	1,059	(1,302)	Budget Carry Forward	(1,975)	1,344	(1,933)
(650)	0	35	(615)	Capital Fund	0	615	0
(333)	(308)	0	(641)	Car Parking Zones	(56)	0	(697)
(93)	0	0	(93)	Charter Place Tenants	0	0	(93)
(56)	0	0	(56)	Climate Change	8	0	(48)
(150)	0	0	(150)	Crematorium	0	0	(150)
(135)	0	135	0	Development Sites Decontamination	0	0	0
(1,421)	(3,778)	1,549	(3,650)	Economic Impact	0	670	(2,980)
(997)	0	0	(997)	Housing Benefit Subsidy	0	0	(997)
(266)	0	0	(266)	Housing Planning Delivery Grant	0	0	(266)
(839)	0	150	(689)	Invest to Save	0	0	(689)
(13)	0	2	(11)	Le Marie Centre Repairs	(2)	2	(11)
(423)	0	0	(423)	Leisure Structured Maintenance	0	0	(423)
(178)	0	0	(178)	Local Development Framework	0	0	(178)
(181)	0	0	(181)	Multi-Storey Car Park Repair	0	0	(181)
(536)	0	536	0	New Homes Bonus	0	0	0
(2,486)	(3,335)	3,300	(2,521)	NNDR Collection Fund	0	2,224	(297)
(60)	0	0	(60)	Parks, Waste & Street Strategy	0	0	(60)
(2,248)	0	0	(2,248)	Pension Funding	0	0	(2,248)
(141)	0	0	(141)	Performance Reward Grant (Capital)	0	0	(141)
(28)	0	0	(28)	Performance Reward Grant (Revenue)	0	0	(28)
(359)	(538)	486	(411)	Project and Programme Management	52	60	(299)
(100)	0	0	(100)	Rent Deposit Guarantee Scheme	0	0	(100)
(3,249)	(1,423)	730	(3,942)	Riverwell	(3,392)	0	(7,334)
(182)	0	0	(182)	Vehicle Replacement	0	0	(182)
(83)	0	0	(83)	Weekly Collection Support Grant	0	0	(83)
0	0	0	0	Croxley Park Reserve	(1,179)	0	(1,179)
0	0	0	0	Grounds Maintenance	(32)	0	(32)
0	(438)	0	(438)	HB Equalisation Reserve	(397)	0	(835)
(16,351)	(11,123)	7,982	(19,492)	Total	(6,973)	4,915	(21,550)

Notes to the Core Financial Statements

Details of the purpose of each current earmarked reserve are set out below:

Reserve	Purpose
Area Based Grant Reserve	This grant was received to encourage initiatives relating to preventing violent extremism and anti-social behaviour.
Budget Carry Forward Reserve	This reserve has been created to 'carry forward' unspent revenue budgets for use in the proceeding financial year.
Capital Fund Reserve	To provide for funding of key capital projects.
Car Parking Zone Reserve	This is a statutory ring-fenced reserve, for future controlled parking related costs.
Charter Place Tenants Reserve	Tenants' contributions to meet major works.
Climate Change Reserve	To fund energy saving initiatives to reduce energy consumption.
Crematorium Reserve	To fund future repairs and maintenance.
Croxley Park Reserve	To provide resources to offset the impact of reduced income over the life of the finance lease.
Development Sites Decontamination Reserve	Provide for the costs of any decontamination of development sites for which the Council may have liability.
Economic Impact Reserve	To provide resources to offset the impact of the potential downturn of the economy and consequent potential overspends to the Council's budget.
Grounds Maintenance Reserve	To provide for the commuted sum for ground maintenance, tree works and legal and surveyor costs owed to Taylor Wimpey that relate to POS transfer, Hopwood Close
High Street Innovation Reserve	To assist with regeneration of Town Centres.
Homelessness Prevention Reserve	To assist with homelessness among young people.
Housing Benefit Subsidy Reserve	This reserve has been created to meet any subsidy clawback by DWP.
Housing Planning Delivery Grant Reserve	This grant was introduced to reward authorities for improved delivery of housing and other planning outcomes.
Invest to Save Reserve	To support schemes where initial expenditure will produce longer term savings.
LA Business Growth Incentive Reserve	Government grant received in respect of business rate growth.
Le Marie Centre Repairs Reserve	To help meet the Council's obligation as landlord.
Leisure Structural Maintenance Reserve	To fund future structural maintenance needs not covered within the existing Leisure services contract.
Local Development Framework Reserve	To help fund the costs of the production of the Local Development Plan.
Multi Storey Car Park Repair Reserve	To provide funds towards major structural works.
New Homes Bonus Reserve	Government grant received in respect of new homes built.
NNDR Collection Fund Reserve	Equalisation fund to support the NNDR Collection Fund variation.
Parks, Waste & Street Strategy Reserve	To support the Council's parks, waste and street cleansing strategy.

Notes to the Core Financial Statements

Pension Funding Reserve	To meet one off pension costs and redundancy programme.
Performance Reward Grant Reserve	This is grant allocated for use in conjunction with the LSP, based on the achievement of performance targets.
Projects and Programme Mgmt Reserve	This supports the Council's major project programme
Rent Deposit Guarantee Scheme Reserve	To assist in the provision of homelessness accommodation.
Riverwell Reserve	To cover guarantees provided by the Council for the Riverwell scheme, to cover repayments of outstanding loans, to replenish balances and create a fund for future investment
Vehicle Replacement Reserve	To provide for the replacement of the Council's refuse freighters.
Weekly Collection Support Grant Reserve	Grant received to support the weekly domestic waste collection.

(d) General Fund Reserves

The General Fund balance are resources available to meet future running costs. The unallocated accumulated balances on the General Fund is set out below:

2018/19		2019/20
£'000		£'000
(1,412)	Balance brought forward at 1 April	(2,000)
(4,508)	Net increase/(decrease) before transfers to earmarked reserves	(2,867)
3,920	Transfer (to)/from earmarked reserves	2,867
(2,000)	Balance carried forward at 31 March	(2,000)

(e) Capital Grant Unapplied

The Capital Grant Unapplied Reserve is the resources available to meet future grant funded projects. The unallocated of resources held are set out below:

2018/19		2019/20
£'000		£'000
(2,159)	Balance brought forward at 1 April	(4,228)
(1,286)	Section 106- grants held for future use (new in year)	(579)
0	Section 106- grants applied (to Capital Adjustment Account)	322
2,405	Capital Grants applied	3,870
(1,818)	Capital Grants received	(3,928)
(1,370)	Community Infrastructure Levy	(3,108)
(4,228)	Balance carried forward at 31 March	(7,651)

Notes to the Core Financial Statements

36 Unusable Reserve

(a) Movement in Unusable Reserves

Details of the movements relating to individual unusable reserves are shown below:

Balance at 31-Mar-19		Net Movement in Year	Balance at 31-Mar-20	Further Detail Note
£'000		£'000	£'000	
107	Accumulated Absences Reserve	19	126	
(208,830)	Capital Adjustment Account	(1,552)	(210,382)	36(b)
2,109	Collection Fund Account	(2,897)	(788)	36(c)
123	Deferred Capital Payments	0	123	36(d)
(1,800)	Deferred Capital Receipts	(41)	(1,841)	36(e)
76	Financial Instruments Account	0	76	
63,053	Pensions Reserve	(21,373)	41,680	36(f)
(44,800)	Revaluation Reserve	(19,559)	(64,359)	36(g)
(189,962)	Total Net Worth	(45,403)	(235,365)	

(b) Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or additions of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or subsequent costs as depreciation, impairment losses and amortisation are charged to the CI&ES (with reconciling postings from the Revaluation Reserve to convert current and fair value figures to a historical cost basis). The Account is credited with the amount set aside by the Council as finance for the costs of acquisition, construction and subsequent costs.

The Account contains accumulated gains/losses on Investment Properties.

The Account also contains revaluation gains accumulated on PPE before 1 April 2007, the date the Revaluation Reserve was created to hold such gains.

The MIRS provides details of the source of all the transactions posted to the Account apart from those involving the Revaluation Reserve

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
(204,038)	Balance brought forward at 1 April	(208,830)
	Reversal of items relating to capital expenditure debited/credited to the CIES	
6,120	Charges for depreciation	6,807
1,499	Impairment of non-current assets	0
45	Amortisation of Intangible Assets	221
0	Revaluation (Gain) \ losses on PPE	(625)
209	Revenue Expenditure Funded from Capital under Statute	1,073
935	Amounts of non-current assets w/o on disposal/sale as part of the gain/loss on disposal to the CI&ES	875
(348)	Adjusting amounts w/o of the Revaluation Reserve	(1)
8,460	Net w/o amount of the cost of non-current assets consumed in the year	8,350
	Capital financing applied in the year:	
(5,428)	Use of Capital Receipts Reserve to finance new capital expenditure	(5,811)
(2,405)	Capital Grants/Contributions, applied to capital financing	(4,192)
(779)	Earmarked Reserves:	(809)
0	Repayment of Long term loan	
(8,612)		(10,812)
	Other Movements:	
0	Repayment of Long term debtors	
(764)	Revaluation proportion of depreciation	(961)
(3,878)	Mvmnt in Market value of Investment Properties debited/credited to the CI&ES	1,876
2	Other	(5)
(4,640)		910
(208,830)	Balance carried forward at 31 March	(210,382)

(c) Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and non-domestic rates income in the Comprehensive Income and Expenditure Statement as it falls due from council tax payers and business rates payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund. For further details see the Collection Fund Notes within the supplementary financial statements.

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
(1,402)	Balance brought forward at 1 April	2,109
3,511	Amount by which council tax and non-domestic rates income credited to CI&E Statement is different from council tax and non-domestic rates income calculated for the year in accordance with statutory requirements	(2,897)
2,109	Balance carried forward at 31 March	(788)

(d) Deferred Capital Payments

Deferred capital payments are amounts representing capital payments from the purchase of long-term assets that will be paid by the Council in instalments over an agreed number of years.

2018/19		2019/20
£'000		£'000
123	Balance brought forward at 1 April	123
0	Deferred Payment of Local Enterprise Partnership (LEP) Loan	0
123	Balance carried forward at 31 March	123

(e) Deferred Capital Receipts

The Deferred Capital receipts Reserve holds the gains recognised on the disposal of non-current assets but for which cash settlement has yet to take place. Under statutory arrangements, the Authority does not treat these gains as usable for financing new capital expenditure until they are backed by capital receipts. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.

Deferred capital receipts are amounts representing capital receipts from the sale of long-term assets that will be repaid to the Council in instalments over an agreed number of years. They have arisen from loans to community groups, which forms part of long term debtors.

2018/19		2019/20
£'000		£'000
(1,806)	Balance brought forward at 1 April	(1,800)
6	Revaluation of Rent to Mortgage Properties	(41)
0	Deferred Receipts received	0
(1,800)	Balance carried forward at 31 March	(1,841)

Notes to the Core Financial Statements

(f) Pension Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post-employment benefits in the CI&ES as the benefits are earned by employees accruing years of service, updating the liability recognised to reflect inflation, charging assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Council makes employers contributions to pension funds or eventually pays any pension for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and resources the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2018/19		2019/20
£'000		£'000
58,049	Balance brought forward at 1 April	63,053
3,829	Remeasurements of the net defined benefit liability/(asset)	(22,217)
4,767	Reversal of items relating to retirement benefits debited/(credited) to the Surplus/Deficit on the Provision of Services in the CI&ES	4,536
(3,592)	Employer's pension contributions and direct payments to pensioners payable in year	(3,692)
63,053	Balance carried forward at 31 March	41,680

(g) Revaluation Reserve

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

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation
- disposed of and the gains are realised

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

Notes to the Core Financial Statements

2018/19		2019/20
£'000		£'000
(44,700)	Balance brought forward at 1 April	(44,800)
(1,452)	Upward Revaluation of assets	(25,605)
240	Downward Revaluation of assets and impairment losses not charged to the Provision of service	5,084
(1,212)	Net (Surplus) on revaluation of non-current assets not posted to the Provision of services	(20,521)
764	Difference between fair value depreciation and historical cost depreciation	961
348	Revaluation reserve written-off on disposal of asset	1
1,112	Amount written off to the Capital Adjustment Account	962
(44,800)	Balance carried forward at 31 March	(64,359)

37 Disclosure of Nature and Extent of Risk Arising from Financial Instruments

Financial Instruments – Balances

The Balance Sheet includes the following financial instruments:

Non-Current	Current		Non-Current	Current
31 Mar 19	31 Mar 19		31 Mar 20	31 Mar 20
£'000	£'000		£'000	£'000
		Investments		
2,570	2,004	Financial assets at fair value through profit and loss	2,420	0
		Debtors		
15,606		Loans and receivables	9,844	
	6,420	Financial assets carried at contract amount		10,418
	4,932	Cash and Cash Equivalents		104,764
		Borrowing		
0		Financial liabilities at amortised cost	(24,000)	
		Other long-term Liabilities		
92		PFI and Finance Leases (deferred liabilities)	(234,214)	
		Creditors		
	(21,514)	Financial liabilities carried at contract amount		(33,203)
18,268	(8,158)	Total	(245,950)	81,979
10,110			(163,971)	

Notes to the Core Financial Statements

Fair Value

Long term debtors comprise mortgages and finance leases. Short term creditors and debtors arise from charges to and from the Council for goods and services, and short term investments are those made in cash for less than twelve months. These instruments are carried on the balance sheet at amortised cost, which represents their fair value.

The Council has a 125 year loan to the Y.M.C.A. in respect of accommodation at less than market rate (soft loan). The interest foregone over the life of the loan is recognised in the Financial Instruments Adjustment Account on the Balance Sheet. Interest of £1,000 (2018/19: £1,000) is recorded as a gain in the Comprehensive Income and Expenditure Account and reflected as a reduction in the Financial Instruments Adjustment Account.

Key Risks

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

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

Overall procedures for managing risk

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

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

These are required to be reported and approved at or before the annual meeting where the Council agrees its budget and sets the council tax, or before the start of the year to which they relate. These items are reported with the annual treasury management strategy which outlines the detailed approach to managing risk in relation to the Council's financial instrument exposure. Actual performance is also reported after each year, as is a mid-year update.

The Council's overall risk management procedures focus on the unpredictability of financial markets, and are structured to implement suitable controls to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and

Notes to the Core Financial Statements

associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Code of Practice on Treasury Management in the Public Services and Investment Guidance issued through the Act. Overall, these procedures require the Council to manage risk in the following ways:

The annual treasury management strategy which incorporates the prudential indicators was approved by the Council on 29th January 2019 and is available on the Council website. The key issues within the strategy were:

- the Authorised Limit for 2019/20 was set at £55 million (2018/19: £30 million). This is the maximum limit of external borrowings or other long term liabilities
- the Operational Boundary was expected to be £40 million (2018/19: £25 million). This is the expected level of debt and other long term liabilities during the year

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

Credit risk

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

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard & Poor's Credit Ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits in respect of each financial institution. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined above. Details of the Investment Strategy for 2019/20, which was approved by the Council on 29th January 2019, can be found on the Council's website.

One long-standing investment for £2m, which met the criteria when placed, does not meet the Council's current criteria. However, because it was placed to support local businesses, its continuing use as a counterparty has been approved by Leadership Team.

The Council's maximum exposure to credit risk in relation to its investments in banks and building societies cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2020 that this was likely to crystallise.

No breaches of the Council's counterparty criteria occurred during the reporting period and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits.

Customers for goods and services are assessed, taking into account their financial position, past experience and other factors, and individual credit limits are set where appropriate.

Liquidity risk

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

Notes to the Core Financial Statements

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

The Council does not generally allow credit for its trade debtors, such that £1.307 million (2018/19 £0.787 million) of the £11.671 million (2018/19: £10.325 million) balance is past its due date for payment. The past due amount can be analysed by age as follows:

31 Mar 19		31 Mar 20
£'000		£'000
368	Less than 3 months	903
18	More than 3 months, less than 6 months	18
137	More than 6 months, less than 1 year	117
264	More than 1 year	269
787		1,307

Refinancing and Maturity risk

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council's approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

The Council maintains a significant investment portfolio and currently has no long-term debt outstanding. The longer-term risk to the Council relates to managing the exposure to replacing its investments as they mature.

The maturity analysis of the Council's investments at 31 March 2020 is as follows:-

31 Mar 19		31 Mar 20
£'000		£'000
2,004	Less than 1 year	0
2,004		0

Market Risk

Interest Rate Risk

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together the Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The central treasury team will monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long term returns.

Notes to the Core Financial Statements

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

31 Mar 19		31 Mar 20
£'000		£'000
70	Less than 1 year	1,043
70		1,043

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed.

Price Risk

The Council has no shareholdings that might expose it to this kind of risk.

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

Notes to the Core Financial Statements

COLLECTION FUND

This account reflects the statutory requirement for the Council, as the billing authority, to establish and maintain a separate fund for the collection and distribution of amounts due in respect of Council Tax and Non-Domestic Rates (Business Rates).

2018/19				2019/20		
£'000	£'000	£'000		£'000	£'000	£'000
NNDR	Ctax	Total		NNDR	Ctax	Total
			Income receivable:			
	(57,959)	(57,959)	Council Tax receivable		(60,997)	(60,997)
(63,996)		(63,996)	Business Rates receivable	(60,044)		(60,044)
			Transitional Protection Receivable	(45)		(45)
			Repayment of previous years deficit			
			Watford Borough Council	(3,411)		(3,411)
			Hertfordshire County Council	(853)		(853)
			Central Government	(4,263)		(4,263)
(63,996)	(57,959)	(121,955)	Total Income	(68,616)	(60,997)	(129,613)
			Expenditure:			
			Repayment of previous years surplus			
3,382	181	3,563	Watford Borough Council		250	250
846	887	1,733	Hertfordshire County Council		1,257	1,257
	108	108	Hertfordshire Police and Crime Commissioner		156	156
4,228		4,228	Central Government			0
			Precepts			
24,876	8,502	33,378	Watford Borough Council	23,344	8,809	32,153
6,219	42,775	48,994	Hertfordshire County Council	26,679	44,661	71,340
	5,313	5,313	Hertfordshire Police and Crime Commissioner		6,174	6,174
31,095		31,095	Central Government	16,675		16,675
			Charges to the Collection Fund			
1,693	119	1,812	Increase(Decrease) in Bad Debts Provision	851	224	1,075
(2,711)		(2,711)	Increase(Decrease) in Appeals Provision	(6,400)		(6,400)
169		169	Cost of Collection	167		167
3,005		3,005	Transitional Protection Payable	0		0
72,802	57,885	130,687		61,316	61,531	122,847
8,806	(74)	8,732	(Surplus)/Deficit for the year	(7,300)	534	(6,766)
(2,848)	(1,751)	(4,599)	Fund Balance as at 1 April	5,958	(1,825)	4,133
5,958	(1,825)	4,133	(Surplus)/Deficit carried forward	(1,342)	(1,291)	(2,633)
			Fund Balance Allocation			
2,383	(274)	2,109	Watford Borough Council	(470)	(190)	(660)
596	(1,378)	(782)	Hertfordshire County Council	(537)	(967)	(1,504)
	(173)	(173)	Hertfordshire Police and Crime Commissioner		(134)	(134)
2,979		2,979	Central Government	(336)		(336)

Notes to the Core Financial Statements

NOTES TO THE COLLECTION FUND

CF1 Council Tax Payers

The charge for council tax is based on the total number of dwellings in each of eight bands at 1 April 1991 valuations. This is adjusted for dwellings where discounts or exemptions apply and is converted into an "equivalent number of Band D dwellings" where bands below Band D will pay proportionately less than dwellings in higher bands. A further adjustment is made for losses on collection and contributions in lieu of tax in respect of certain government properties. The table below sets out the calculation of the Council Tax Base for 2019/20.

2018/19		2019/20				
Equivalent Number of Band D Dwellings	Valuation Band	Total Number of Dwellings in Band	Discounts, Exemptions & Disabled Relief	Total Chargeable Dwellings	Conversion Fraction (Proportion)	Equivalent Number of Band D Dwellings
1.11	A (Disabled Relief)	0.00	0	0.00	5/9	0.00
237.53	A	493.00	(166)	327.20	6/9	218.13
2,187.93	B	4,259.00	(1,373)	2,886.50	7/9	2,245.06
10,250.27	C	14,515.00	(2,820)	11,694.95	8/9	10,395.51
10,769.70	D	12,708.00	(1,860)	10,848.35	9/9	10,848.35
3,911.42	E	3,606.00	(356)	3,250.20	11/9	3,972.47
2,890.41	F	2,171.00	(123)	2,048.35	13/9	2,958.73
3,002.92	G	1,902.00	(72)	1,830.00	15/9	3,050.00
144.49	H	78.00	6	84.00	18/9	168.00
33,395.78		39,732.00	(6,762.45)	32,969.55		33,856.24
(1,001.87)	Less Allowance for losses on collection					(1,015.69)
32,393.90	Tax Base for Calculation of Council Tax					32,840.56
	Add: Adjustment for changes during the year for successful appeals against valuations bandings, new properties, demolitions, disabled persons' relief and empty properties					
32,393.90						32,840.56

Each year, the Council needs to collect enough money from local residents to cover the cost of the services it provides which is not funded by government grants and charges for services. It also collects charges for Hertfordshire County Council and the Hertfordshire Police. The total is divided by the tax base for the purposes of calculating the council tax to arrive at an average Band D tax per dwelling. The Council set an average council tax charge for Band D dwellings of £1,816.17 (£1,746.92 for 2018/19).

2018/19		2019/20
£'000		£'000
(57,959)	Gross Council Tax Charge	(60,997)

CF2 Business Rate Payers

In line with the Local Government Act 2003, from 1 April 2005, all business premises are subject to a tax known as National Non-Domestic Rates (NNDR). The tax is calculated using local rateable values which are then multiplied by a uniform rate.

The relevant rateable value and multiplier data is shown below:

2018/19		2019/20
£		£
149,458,837	Total Non-Domestic Rateable Value at 31 March	148,291,501
49.3	National Non-Domestic Rate Multiplier - Standard	50.4
48.0	National Non-Domestic Rate Multiplier - Small Business	49.1

Small Business Rate Relief came into effect on 1 April 2005. It is generally available to ratepayers who have only one business property with a rateable value of less than £18,000.

Until 31 March 2013, the Council was responsible for collecting the total amount of NNDR payable, less certain reliefs and other deductions, and paying this into a national pool managed by central government who then re-distributed the pool back to local authorities based on a standard amount per head of the local adult population.

From 1 April 2013, the Hertfordshire County Council share, the Borough share and the Central Government share (after allowable deductions) are paid direct from the Collection Fund.

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WATFORD
RIVERWELL



**WATFORD
BOROUGH
COUNCIL**

DRAFT

GROUP ACCOUNTS

2019/20

Watford Riverwell is the brand logo for Watford Health Partnership LLP (WHCP)

GROUP ACCOUNTS

GROUP MOVEMENT IN RESERVES STATEMENT

2019/20	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Share of JV Reserve	Total Usable Reserves	Unusable Reserves	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2019	(2,000)	(19,492)	(1)	(4,228)	(2,723)	(28,444)	(189,962)	(218,406)
Total Comprehensive income and expenditure	(8,146)	0	0	0		(8,146)	(42,738)	(50,884)
Adjustments between accounting basis, and funding basis under regulations	5,279	0	1	(3,423)		1,857	(1,857)	0
Adjustments primarily involving the share of Joint Venture Reserve					2,381	2,381		2,381
Transfer to/from Earmarked Reserves	2,867	(2,058)	0	0	0	809	(809)	0
Total Increase(decrease) during the year	0	(2,058)	1	(3,423)	2,381	(3,099)	(45,404)	(48,503)
Balance as 31 March 2020	(2,000)	(21,550)	0	(7,651)	(342)	(31,543)	(235,366)	(266,909)
2018/19	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Share of JV Reserve	Total Usable Reserves	Unusable Reserves	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2018	(1,414)	(16,351)	(987)	(2,159)	(594)	(21,505)	(193,624)	(215,129)
Total Comprehensive income and expenditure	(3,765)	0	0	0		(3,765)	2,617	(1,148)
Adjustments between accounting basis, and funding basis under regulations	(741)	0	986	(2,069)		(1,824)	1,824	0
Adjustments primarily involving the share of Joint Venture Reserve					(2,129)	(2,129)		(2,129)
Transfer to/from Earmarked Reserves	3,920	(3,141)	0	0	0	779	(779)	0
Total Increase(decrease) during the year	(586)	(3,141)	986	(2,069)	(2,129)	(6,939)	3,662	(3,277)
Balance as at 31 March 2019	(2,000)	(19,492)	(1)	(4,228)	(2,723)	(28,444)	(189,962)	(218,406)

GROUP ACCOUNTS

GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

2018/19		2019/20		
Net Expenditure	GROUP CIES STATEMENT	Gross Expenditure	Gross Income	Net Expenditure
£000		£000	£000	£000
	Services			
1,189	Corp Strategy & Client Service	1,420	(81)	1,339
11,483	Community Services	15,245	(3,642)	11,603
3,672	Democracy & Governance	2,513	(567)	1,946
678	Human Resources	673	(46)	627
6,858	Place Shaping & Performance	12,013	(4,569)	7,444
4,195	Service Transformation	6,433	(292)	6,141
4,394	Strategic Finance	35,328	(31,282)	4,046
32,469	Net Cost of Services	73,625	(40,479)	33,146
(7,333)	Other Operating (Income) and Expenditure			(11,120)
(13,000)	Financing and Investment (Income) /Expenditure			(12,088)
(15,901)	Taxation and Non-Specific Grant Income			(18,084)
(3,765)	(Surplus) or Deficit on Provision of Services			(8,146)
(2,129)	Share of (Surplus) / Deficit on Provision of Services by Joint Venture			2,381
(5,894)	Group (Surplus) / Deficit			(5,765)
(1,212)	(Surplus) / Deficit on revaluation of long-term assets			(20,521)
3,829	Actuarial (gains) or losses on pension assets and liabilities			(22,217)
2,617	Other Comprehensive (Income) and Expenditure			(42,738)
(3,277)	Total Comprehensive (Income) and Expenditure			(48,503)

GROUP ACCOUNTS

GROUP BALANCE SHEET

31 March 2019		31 March 2020
£'000		£'000
90,769	Property, Plant and Equipment	357,500
1,978	Heritage Assets	1,985
2,021	Surplus Assets	2,021
174,133	Investment Properties	173,353
12,027	Long Term Investments	13,263
15,606	Long-Term Debtors	9,844
296,534	Total Long term Assets	557,966
60	Assets Held For Sale	60
17	Inventories	19
6,734	Short-Term Debtors	10,641
0	Short-Term Investments	0
6,936	Cash and Cash Equivalents	104,764
13,747	Total Current Assets	115,484
(15,462)	Short-Term Creditors	(20,654)
(7,500)	Short-Term Borrowing	(15,000)
(22,962)	Total Current Liabilities	(35,654)
86	Long-Term Creditors	(326,220)
(5,946)	Provisions	(2,987)
(63,053)	Defined Benefit Pension Scheme	(41,680)
(68,913)	Total Long Term Liabilities	(370,887)
218,406	Net Assets	266,909
	Reserves	
(28,444)	Usable Reserves	(31,543)
(189,962)	Unusable Reserves	(235,366)
(218,406)	Total Reserves	(266,909)

During the financial year, the Council acquired Croxley Business Park on finance lease for 40 years at a cost of £237m which is reflected in Property, Plant and Equipment and the corresponding liability under the Long Term Creditors. The Council received £92m in advance for planned capital programme and rent shortfall over the lease period.

Signed:
Alison Scott, CPFA
Director of Finance

Date: 31 August 2020

Signed:
Mark Hofman
Chairman of Audit Committee

Date: 31 August 2020

GROUP ACCOUNTS

GROUP CASH FLOW STATEMENT

2019 (Restated)			2020	
£'000	£'000		£'000	£'000
3,765		Net surplus on the provision of services	8,146	
3,398		Adjustments to net surplus or deficit on the provision of services for non cash movements	32,819	
3,085		Adjustments for items that are outflows in provision of services from investing and financing activities	(13,466)	
	10,248	Net cash inflows from Operating Activities		27,499
		Investing Activities Inflows /(outflows)		
(11,516)		Purchase of PPE, Investment Property and intangible assets	(17,701)	
(11,666)		Purchase of short term / long term investments	(3,617)	
4,441		Proceeds from the sale of PPE, Investment Property and intangible assets	5,811	
7,112		Proceeds from short term / long term investments	0	
2,836		Other receipts from investing activities	81,418	
	(8,793)			65,911
		Financing Activities Inflows /(outflows)		
8		Other receipts/payments from financing activities	1	
(10)		Cash receipts of short and long term borrowing	(7,500)	
(4,508)		Other payments for financing activities	(498)	
		Cash payments - finance leases	(2,585)	
		Cash receipts of short-term / long term borrowing	15,000	
	(4,510)			4,418
	(3,055)	Net increase in cash and cash equivalents		97,828
	9,991	Cash and Cash equivalents at the beginning of the reporting period		6,936
	6,936	Cash and Cash equivalents at the end of the reporting period		104,764

As part of the Croxley Business Park acquisition, the Council received £68m in advance for planned capital programme and £24m for rent shortfall over the duration of the finance lease. This is reflected in the net increase in cash and cash equivalents of £97,832.

NOTES TO GROUP ACCOUNTS

NOTES TO THE GROUP ACCOUNTS

1. The Group Accounting Policies

The Group Accounts have been prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting 2019/20 using the equity method for Joint Ventures under International Accounting Standard 28, Interests in Joint Ventures, and using the line-by-line consolidation method for subsidiaries under International Accounting Standard 27, Consolidated and Separate Financial Statements. There are no material subsidiaries or associated organisations excluded from the Group Accounts. There are no material differences in the accounting policies of the Council or any of the companies or organisations forming part of the Group Accounts.

Cross references to notes on the single entity accounts are to be used for material balances on the group accounts.

2. Watford Borough Council's Share of Joint Venture Company within the Group

Joint Ventures	Share of Ownership	Other Stakeholder	Date Incorporated
Watford Health Campus Partnership LLP (WHCP)	50%	Kier Property Investment	18 June 2013
Hart Homes (Watford) Limited	50%	Watford Community Housing Trust	24 June 2016

Watford Borough Council has 100% ownership in Watford Commercial Services Limited (net assets not material as at 31 March 2020) which in turn has 50% ownership in Hart Homes Watford Development LLP (net liabilities of £147k as at 31 March 2020) and part of joint committee with Wests Herts Crematorium as at 31 March 2020. The aggregate net assets of these companies is not material, and therefore has not been consolidated as part of the group accounts.

NOTES TO GROUP ACCOUNTS

The table below shows 50% share for Watford Borough Council.

2018/19			2019/20	
Watford Health Campus Partnership LLP	Hart Homes (Watford) Limited		Watford Health Campus Partnership LLP	Hart Homes (Watford) Limited
£'000	£'000		£'000	£'000
(11,532)	(93)	Revenue	(14,189)	(368)
7,278	0	Cost of Sales	11,879	0
288	85	Administrative Expenses	141	328
(3,966)	(8)	(Profit)\Loss for the period	(2,169)	(40)
0	5,567	Property, Plant and Equipment	0	5,515
5,052	0	Project under Development	5,017	0
9,262	0	Work in Progress (Current Assets)	6,634	0
985	9	Debtors (Current Assets)	6	36
1,382	45	Cash and Cash Equivalents (Current Assets)	474	69
(3,976)	(230)	Creditors (Current Liabilities)	(1,765)	(99)
(2,894)	(3,000)	Creditors (Long term liabilities)	(2)	(3,090)
9,811	2,390	Net Assets	10,363	2,430
12,200		TOTAL NET ASSETS	12,793	

3. Related Party Transactions

During the Period, there were no transactions between WHCP and the three related parties; Kier Project Investments, Kier Project Development, and Watford Borough Council.

2018/19			2019/20	
Purchases	Amounts outstanding at 31 March		Purchases	Amounts outstanding at 31 March
£'000	£'000		£'000	£'000
0	0	Kier Project Investment Limited	0	0
0	0	Kier Property Development Limited	0	0
0	0	Watford Borough Council	0	0

NOTES TO GROUP ACCOUNTS

4. WHCP Members' Capital Contributions (Loan Notes)

2018/19		2019/20		
Amounts outstanding at 31 March		New Loans	Repayments	Amounts outstanding at 31 March
£'000		£'000	£'000	£'000
7,078	Loan Note A	2,973	0	10,051
7,078		2,973	0	10,051

Interest of £0.518m has been accrued in respect of the total contributions by Watford Borough Council.

Grant and interest free loans

The project has a committed grant of £9.0m from West Hertfordshire Hospital Trust (WHHT) which has been used to fund part of the development of infrastructure, including construction of road and a bridge.

GLOSSARY OF TERMS AND ABBREVIATIONS

Accounting Period

The period of time covered by the accounts, normally a period of 12 months commencing on 1 April. The end of the accounting period is the Balance Sheet date.

Accruals

Sums included in the final accounts of the Council to cover income or expenditure attributable to the accounting period for which payment has not been received/made in the financial year. Local authorities accrue for both revenue and capital expenditure.

Amortisation

The term used to refer to the charging of the value of a transaction or asset (usually related to intangible Long Term Assets) to the Income and Expenditure Account over a period of time, reflecting the value to the Council; similar to the depreciation charge for tangible Long Term Assets.

Billing Authority

A local authority responsible for collecting Council Tax and National Non-Domestic Rates.

Capital Expenditure

Spending which produces or enhances an asset, like land, buildings, roads, vehicles, plant and machinery, and intangible assets such as computer software. Definitions are set out in Section 40 of the Local Government and Housing Act 1989. Any expenditure which does not fall within the definition must be charged to a revenue account.

Capital Receipts

The proceeds from the sale of Long Term Assets such as land and buildings. Capital receipts can be used to repay any outstanding debt on Long Term Assets or to finance new capital expenditure, within rules set down by government. Capital receipts cannot, however, be used to finance revenue expenditure.

Chartered Institute of Public Finance and Accountancy (CIPFA)

The professional accountancy body concerned with local authorities and the public sector.

Code of Practice on Local Authority Accounting in the United Kingdom (the Code)

The annual Code of Practice, produced by CIPFA, which specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of a Local Authority.

Collection Fund

The Collection Fund is a statutory fund set up under the provisions of the Local Government Finance Act 1988. It includes the transactions of the charging Authority in relation to Non-Domestic Rates and Council Tax, and illustrates the way in which the fund balance is distributed to preceptors and the General Fund.

Contingent Assets/Liabilities

Potential gains and losses for which a future event will establish whether a liability exists and for which it is inappropriate to set up a debtor or provision in the accounts.

Depreciation

The measure of the wearing out, consumption or other reduction in the useful life of a Long Term Asset.

Earmarked Reserves

These are funds set aside for a specific purpose, or a particular service, or type of expenditure.

Finance Lease

Arrangement whereby the lessee is treated as the owner of the leased asset, and is required to include such assets within Long Term Assets on the balance sheet.

GLOSSARY OF TERMS AND ABBREVIATIONS

Financial Reporting Standard (FRS)

A statement of accounting practice issued by the Accounting Standards Board.

Group Accounts

Group Accounts are prepared using consistent accounting policies which will require authorities to align their financial statements more closely with International Financial Reporting Standards.

Watford Borough Council has not used acquisitions or mergers accounting methodologies following consideration of the level of involvement with companies, voluntary organisations and other public bodies to determine if there is a requirement to undertake group accounts. There are no subsidiaries, associates or joint ventures.

Heritage Assets

Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.

IFRS

International Financial Reporting Standards.

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.

Investments

Deposits for with approved institutions.

Infrastructure Assets

Expenditure on works of construction or improvement but which have no tangible value, such as construction of, or improvement to, highways.

Long Term Assets – Tangible

Tangible assets (i.e. land and buildings) that yield benefits to the Council and the services it provides for a period of more than one year.

Long Term Assets – Intangible

Assets which are of benefit to the organisation, but have no physical presence such as software licences.

Long Term Debtors

Amounts due to the Council more than one year after the Balance Sheet date.

National Non-Domestic Rates (NNDR)

Under the arrangements for uniform business rates, which came into effect on 1 April 1990, the Council collected Non-Domestic Rates for its area based on local rateable values, multiplied by nationally set rates. The total amount, less certain reliefs and deductions, was paid to a central pool managed by the Government, which in turn, paid back to Authorities their share of the pool based on a standard amount per head of the local adult population.

New arrangements for the distribution of NNDR came into force on 1 April 2013.

Operational Assets

Long Term Assets held by the Council and used or consumed in the delivery of its services.

Operating Lease

An arrangement whereby the risks and rewards of ownership of the leased asset remain with the leasing company.

Pension Fund

GLOSSARY OF TERMS AND ABBREVIATIONS

An employees' pension fund maintained by an authority, or a group of authorities, in order primarily to make pension payments on retirement of participants. It is financed from contributions from the employing authority, the employee and investment income.

Precept

The amount by which a Precepting Authority (e.g. a County Council) requires from a Billing Authority (e.g. a District Council) to meet its expenditure requirements.

Profit on the Sale of Long Term Assets

The book value of an asset sold is compared to the net proceeds to calculate the profit or loss on the transaction.

Provisions

Sums set aside to meet future expenditure where a specific liability is known to exist but cannot be measured accurately.

Revenue Expenditure Funded From Capital Under Statute

Capital expenditure which is allowable by statute to be funded from capital resources but which does not fall within the Code of Practice definition of Long Term Assets. Examples include grants and similar advances made to other parties to finance capital investment.

Revenue Support Grant

This funding is a Government Grant provided by the Department for Communities and Local Government (DCLG), which is based on the Government's assessment as to what should be spent on local services. The amount provided by the DCLG is fixed at the beginning of each financial year.

Surplus Assets

Long Term Assets held by an organisation but not directly occupied, used or consumed in the delivery of services, or held as an investment.