

Three Rivers District Council

Draft Statement of Accounts 2020/21

Reissued 31 October 2024

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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.

The Statement of Accounts presents a true and fair view of the financial position of Three Rivers District Council as at 31 March 2021 and its income and expenditure for the year ended 31 March 2021

Signed

Date

Alison Scott CPFA
Director of Finance

Signed

Date

Councillor Tony Humphries
Chairman of Audit Committee

Authorisation of the Draft Statement of Accounts

As the Director of Finance and Section 151 Officer it is my responsibility to ensure that the Council's financial affairs are properly administered, and its financial position remains stable and robust. This is essential to ensure that the Council can continue to provide high quality services to all the residents and businesses within the Watford Borough and to continue to develop it.

The following Statement of Accounts give an overview of the Council's finances for 2020/21. I am pleased to be able to report that during the year the Council continued to maintain its strong financial position, which shows that there is a high standard of financial management and stewardship of the Council's resources.

The Statement of Accounts are prepared in accordance with the guidance for Local Authorities in the UK. The Statement of Accounts provides information so that members of the public, including electors and residents of Three Rivers, Council Members, partners, stakeholders and other interested parties can have:

- A full and understandable explanation of the overall financial position of the Council.
- Confidence that the Council has been responsible in spending the public money which it has been given and accounted for in an appropriate manner.
- Assurance that the financial position of the Council is sound and secure.

The Accounts and Audit Regulations 2015, as amended required draft accounts to be published by 31 July 2021. A first draft of the 2020/21 was authorised for issue on this date and a period of public inspection took place for a period of 30 working days from 1 August 2021. However, as the audit of the 2019/20 statement of accounts had not been concluded by that date, adjustments to opening balances arising from that audit were not incorporated in that draft. It has therefore been necessary to revise the draft accounts and these accounts are now presented for audit and public inspection.

These draft accounts were authorised for reissue by the Section 151 Officer on 31 October 2024.

Signed

Date: 31 October 2024

Alison Scott, CPFA
Director of Finance

The Council's Corporate Framework brings together our high level, medium to long-term objectives. Each year, Three Rivers District Council updates its Corporate Framework. This is a document that brings together our high level, medium to long-term objectives which, following consultation and analysis of data, the Council considers to be its priorities for the District.

We want Three Rivers to be a place for everyone where all our communities enjoy a healthy and sustainable future with access to good quality housing and open spaces, high quality services, and a successful economy.

The 2020-2023 Corporate Framework outlines the Council's priority themes for the next three years.

Housing and Thriving Communities

- We will work on a local plan to deliver sufficient housing and adopt that plan by 2021
- Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district
- We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey
- We will seek to increase the number of Green Flag accredited parks and open spaces
- We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles
- We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.

Sustainable Environment

- We will produce and deliver a Climate Change Strategy and action plan
- We will continue to improve the energy efficiency of the Council's buildings
- We will deliver and implement a Cycling and Walking Strategy
- We will seek to maintain our position as the highest recycling authority in Hertfordshire.

Successful Economy

- We will undertake a review of the Council's role in relation to the economy and agree an economic strategy
- We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy
- Three Rivers will be recognised as a great place to do business
- We will continue to improve our relationship with the local business community
- We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.

High Performing, Financially Independent Council

- Develop and maintain a medium term forecast that is not dependent upon the decisions and short term viewpoint of central government allowing it to plan services and invest in priorities in a structured way
- Be resilient to unforeseen changes in resource levels and demand for services
- Invest in service transformation to ensure that our services continue to meet the needs of our community, including direct investment in infrastructure and housing
- Provide excellent customer care whilst providing great services as efficiently as possible
- Have an impact greater than its size in developing the wider Hertfordshire region.

ORGANISATIONAL LEADERSHIP AND GOVERNANCE

Under the Council's Leadership the Corporate Framework with its vision, aims and priorities sits alongside a set of values that underpin all of the Council's work. The plan is refreshed on an annual basis through the Strategic Service and Financial Planning process, with performance indicators and targets reviewed on an annual basis alongside the budget process.

The Council's Portfolio Holders meet on a regular basis to review key project areas, corporate performance, emerging challenges and the direction of policy development. This is translated into a set of key priorities for the Council's Corporate Management Team to oversee which is in turn translated into Service Plans and their associated performance indicators and targets, and individual staff performance objectives and targets.

Corporate Management Team is extended twice a year to include meetings of all managers to ensure that key project issues are jointly discussed, and information from Corporate Management Team is shared through the intranet, departmental heads of service meetings, and team meetings.

Quarterly performance monitoring is reviewed by the Corporate Management Team and is reported to all Members through the Members' Information Bulletin. The Strategic Service and Financial Planning Framework provides for member scrutiny of performance and performance targets of all service, alongside budget monitoring and review.

This brief overview is supplemented by the Annual Governance Statement elsewhere in this Statement of Accounts

FINANCIAL OUTLOOK INCLUDING THE IMPACT OF COVID-19

This section covers the 2020/21 outturn and looks forward to 2021/22 and its related Medium Term Financial Plan (MTFP) for 2021-24.

Looking ahead over the next three years, the MTFP has been prepared against the continued backdrop of uncertainty over funding, increasing pressure on services and continuing expectations from stakeholders for service provision. The Council has witnessed a reduction in Revenue Support Grant of £3.0m since 2013/14. In response to the projected reduction in resources the Council has achieved savings of over £1.0 Million over an 8 year period.

The development of the MTFP is supported by annual budget consultations and provide input as to the Council's work and areas of expenditure. The Council has retained a prudent minimum balance of the general fund of £2.0m. At the same time the Council has maintained an ambitious Capital Investment Programme.

The effect of the all variances on the Council's (surplus)/deficit for 2021/22 and the General Fund balance over the medium term is shown in the table below.

Movement on General Fund Balance	2020/21	2021/22	2022/2023	2023/24
	Outturn	Proposed	Draft	Draft
	£	£	£	£
Balance Brought Forward at 1 April	(5,048,779)	(5,210,222)	(4,230,024)	(3,668,263)
Revenue Budget (Surplus)/Deficit for Year	(161,443)	980,198	561,761	119,724
General Fund Closing Balance at 31 March	(5,210,222)	(4,230,024)	(3,668,263)	(3,548,539)

The overall MTFP indicates a budget requirement (net expenditure) for 2021/22 of **£12.758 million**. Funding for this will come from a number of sources, as set out below.

Government Grant

The Local Government Finance Settlement in February 2021 provided details of the funding available to the Council for 2021/22.

Business rates

Business rates are collected by the Council, and the proceeds are shared between the District and County Council, and also with central Government to fund services. There is an element of risk and reward involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be **£1.995 million** in 2021/22. The business rates retention scheme is volatile and estimating the outturn is complex due to factors such as appeals, demolitions, new builds, occupation and reliefs.

It should be noted that the Government postponed implementation of changes to local government funding. The proposed changes will establish new baseline funding levels and business rates baselines for each local authority. Details have not been confirmed at this stage, however it is likely to be a reduction and prudent estimates have been included in future years.

Business Rates Pooling

In 2019/20 a new business rate pool consisting of the County Council, this Council and other Hertfordshire districts/borough councils has been established. This is to continue in 2021/22 with membership of this pool expecting to contribute £0.400 million to the Council's business rate income. This is already included in the base budget.

New Homes Bonus

New Homes Bonus is a non-ring-fenced grant relating to the number of new homes delivered in a local authority area that may be used at the discretion of the Council for either capital expenditure or to support the revenue account (or combination). For 2021/22, based on the provisional settlement, the Council expects to receive £0.190 million which will be split equally between revenue and capital funding. This funding stream will be part of the fair funding review, therefore estimates for future years are hard to predict, and therefore a prudent estimate has been included in the MTFP.

Council Tax for 2021/22

The Council needs to set a budget that gives an acceptable level of council tax, and is balanced in the medium to long term using the resources at its disposal. A council tax increase of £5 per Band D equivalent has been assumed for 2021/22 and subsequent years. The Council expects to collect £7.130 million of council tax income in 2021/22.

Council Tax Base

The Council Tax base for 2021/22 was set at the Council meeting on the 08 December 2020 and totalled 38,774.3 assuming a collection rate of 99%. The base shows a decrease of 1.1% over 2020/21. This is largely due to an increase in the Council Tax Reduction Scheme and single person discounts.

Local Council Tax Reduction Scheme

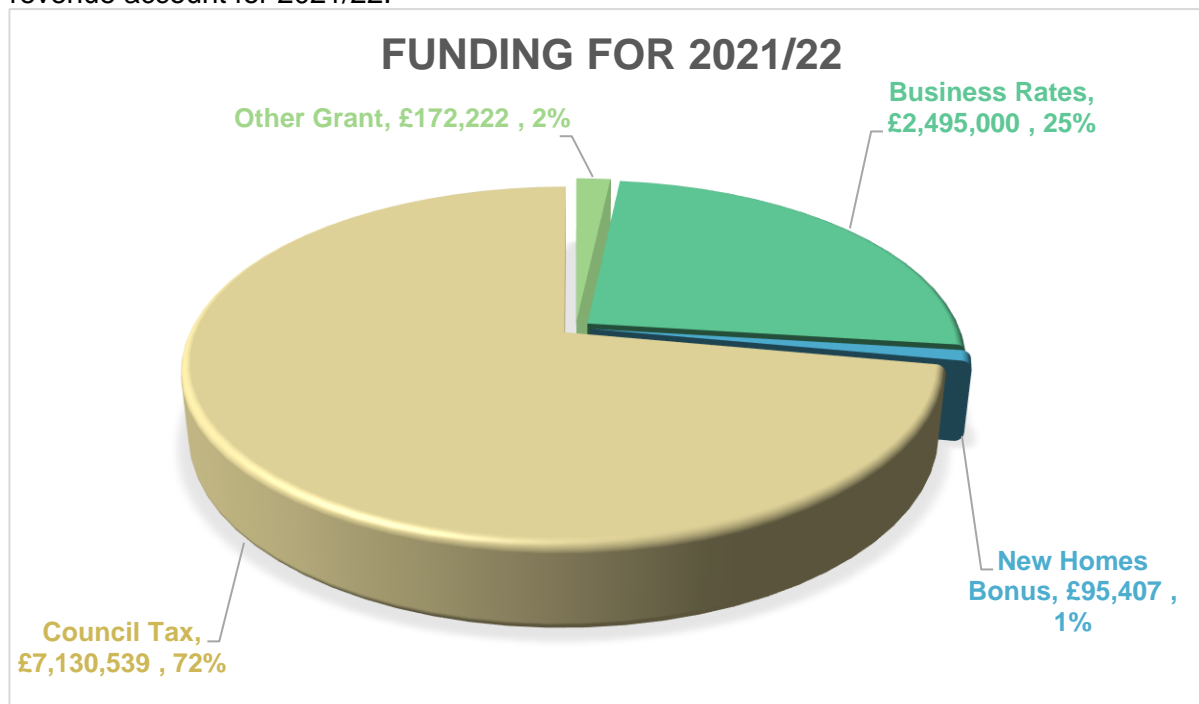
At the Council meeting on 08 December 2020, it was resolved to continue to apply the agreed Local Council Tax Reduction Scheme for 2021/22.

Collection Fund

The Collection Fund is a statutory requirement to account separately for Council Tax and Business Rates. The Fund records all transactions such as the yield, exemptions, discounts, provisions for bad debts, payments to major preceptors to Central Government and takes into account collection rates. Any

balance on this fund at 31 March is to be distributed to the Council as the Billing Authority, the major preceptors and Central Government.

The chart below show the value and proportion of each funding stream that supports the Council's revenue account for 2021/22.



COVID-19

The Covid-19 Pandemic has had, and will continue to have, a notable impact on the public's and businesses' behaviour and consequently has had a considerable impact on the Council.

The Government's national lockdowns and restrictions has meant that many businesses have been forced to close – significantly impacting on the local economy, which in turn impacts on the Council's income. Furthermore, the Council has incurred additional expense ensuring that the homeless are safe during this period and that the most vulnerable in our community are cared for through our shielding hub.

These additional costs and reductions in income have had a dramatic impact on the financial outturn for 2020/21. The Council experienced substantial losses across many of its largest income streams, most notably Car Parks and Leisure Centres which were closed for large parts of the year. However, collection levels of Council Tax did not see a significant drop. Similarly, planning applications and building control notices remained buoyant, while the Garden Waste service increased its customer base and income generated.

Helping to offset this impact, the Council has received £1,180k emergency Covid-19 funding and is projecting £600k from the Government's loss of Income Guarantee Scheme. The Council has a prudent General Fund balance and has a separate Economic Impact reserve which it has utilised during the pandemic to maintain financial resilience.

Throughout 2020/21, the Council adopted a pro-active approach to ensure that it responded to the emerging needs of residents and businesses. Regular financial monitoring will continue to ensure the Council takes all necessary remedial action, where practicable, with a continued focus on delivering key services against the backdrop of considerably reduced available resources.

Capital Programme

The capital programme for 2020/21 totals £9.623 million. The services capital programme included in MTFP shows schemes totalling £4.40 million in 2021/22, £4.44 million in 2022/23 and £2.8 million in 2023/24.

The larger capital schemes over the next three financial years include:

- Disabled Facility Grants (£1.672 million)
- Waste and Recycling Vehicles (£2.287 million)
- Waste Services Depot – (£0.670 million)
- Garage Improvements (£0.625 million)

The Capital Investment Programme can be funded from the following sources:

Government Grants & Other Contributions:

These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.

Section 106 Contributions:

These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy (CIL).

Capital Receipts Reserve:

Capital receipts are derived when selling assets such as land and/or buildings. The main receipt relates to the arrangements made when the Council sold its housing stock to Thrive Homes Ltd in 2008; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Thrive.

Revenue Contributions:

Revenue balances from the General Fund may be used to support capital expenditure.

Future Capital Expenditure Reserve:

The Council has a general reserve which it has put aside for future capital expenditure. It has the ability, should it wish, to re-designate this reserve for revenue use.

New Homes Bonus Reserve:

New Homes Bonus is a grant relating to the number of new homes delivered in a local authority area. There are no government restrictions on whether this is capital or revenue, nor is there any ring-fence imposed. It is anticipated that there would be a reduction in the amount received from 2021/22 onwards.

Borrowing:

The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. Presently the Council has borrowed to support the new leisure centre provision in South Oxhey, and the costs of this are covered in the income received from the leisure contractor.

Future Investment

Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:

Schemes that generate a financial surplus for the Council, and in particular those that increase the supply of housing locally (for example through the joint ventures with Watford Community Housing and Thrive);
Schemes that generate revenue budget savings for the Council;

Schemes that allow the Council to benefit from future economic regeneration and potential within the local area, especially those that attract additional investment into the local area from regional or national agencies; and Schemes that provide additional or improved services to the Council's residents in line with the Council's Corporate Framework.

FINANCIAL PERFORMANCE

Revenue Activity

For accounting purposes, the Council distinguishes between 'revenue' and 'capital' activities. Capital activities are dealt with below. Revenue activities are included in the Comprehensive Income and Expenditure Statement and cover the day to day income and expenditure involved in providing services to the public. The Council holds a General Fund Balance, shown in the Statement of Movement in Reserves and on the Balance Sheet, which is available to support revenue expenditure and to which surpluses are added and from which any deficits are met.

The net cost of revenue activities is met by central government grant, a share of non-domestic rates (business rates) and by the council tax charge made to residents. This is set each February prior to the start of the financial year and takes into account the General Fund Balance and detailed estimates of income and expenditure. A comparison of outturn figures to budgets, therefore, often provides a better indication of financial stewardship than comparison to the prior year. The actual outturn showed a deficit of £0.139m compared to the latest estimated deficit of £0.720m.

Income and Expenditure Account	2020/21	
	Net Approved Budget	Net Outturn
	£'000	£'000
Committee- Net Cost of Services		
Leisure, Environment & Community	6,185	5,704
Infrastructure, Housing & Economic Development	1,888	1,701
Policy & Resources*	4,708	4,908
Net Cost of Service	12,781	12,313
Parish Precepts	2,063	2,063
Net Interest	(55)	(169)
Net Operating Expenditure	14,789	14,207
Contribution to/(from) reserves	(60)	(60)
Amount to be met from Government Grants and Local Taxpayers	14,729	14,147
Demanded From Collection Fund	(9,078)	(9,078)
Collection Fund Transfer of (surplus)/deficit		
Business Rates	(2,895)	(2,895)
Non- Specific Grants	(310)	(310)
Covid 19- Emergency Funding	(1,180)	(1,180)
Covid 19- Income Guarantee	(496)	(496)
Other Income	(50)	(50)
Total	(14,009)	(14,009)
Balance in Hand on General Fund at 1 April	(5,048)	(5,049)
(Surplus)/Deficit For Year	720	(161)
Balance in Hand General Fund at 31 March	(4,328)	(5,210)
Balance in Hand on Economic Impact Reserve at 1 April	(2,103)	(2,103)
(Surplus)/Deficit For Year	0	300
Balance in Hand Economic Impact at 31 March	(2,103)	(1,803)
Total Balance in Hand on General Fund at 1 April	(7,151)	(7,152)
(Surplus)/Deficit For Year	720	139
Balance in Hand at 31 March	(6,431)	(7,013)

Capital Activity

Capital expenditure is incurred on assets that benefit the community over a number of years. Capital expenditure for 2020/21 is shown below:

Capital Programme	2020/21		
	Latest Approved Budget £'000	Net Outturn £'000	Variance £'000
Services			
Infrastructure, Housing & Economic Development	747	349	(398)
Leisure, Environment & Community	1,203	956	(247)
Policy & Resources	959	546	(413)
Service Capital Programme	2,909	1,851	(1,058)
Major Projects			
Leisure Facility South Oxhey	2,877	2,835	(42)
South Oxhey Initiative	1,255	1,243	(12)
Property Investment Board	312	0	(312)
Temporary Accommodation	1,120	1,028	(92)
Housing Stock Transfer	2,200	2,200	0
Total Capital Programme	10,673	9,157	(1,516)

The Council planned to complete capital schemes valued at £10,673m in 2020/21. The Council completed and funded £9,157m worth of capital work, £1.449m of which was funded from capital receipts. The remainder was funded from government grants, contributions from third parties and borrowing.

The variance mainly relates to schemes that have been re-phased to future years including;

- Property Investment Board
- Garage Improvements
- Disabled Facility Grants

The Council externally borrowed £8.0m in 2018/19 to fund the development of the South Oxhey leisure centre. The Centre reopened in June 2021 with only outstanding retention monies to be paid on 2021/22.

FUTURE CHALLENGES

General

The future for local government funding remains very uncertain. Further delays to the reviews of Fair Funding, Business Rates and New Homes Bonus have been announced. This uncertainty makes medium term financial planning far more challenging, coupled with the ongoing effects associated with the Covid-19 Pandemic and how the District then plans for the recovery phase. However, proactive financial stewardship has seen the Council make provision to manage the outcome of the reviews and to ensure we are in a strong financial position to enable us to move forward and react to all of these challenges that we will be facing.

Basis of Preparation and Presentation

The Accounts are presented on an International Financial Reporting Standards (IFRS) basis having been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21. References to material and materiality relates to the significance of transactions, balances and errors. Financial information is material if its omission or misstatement could influence the users of the accounts.

Three Rivers District Council

Annual Governance Statement 2020/21

SCOPE OF RESPONSIBILITY

1. Three Rivers District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. 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. Three Rivers District Council has approved and adopted a code of corporate governance which is consistent with the principles of the CIPFA/Solace Framework 'Delivering Good Governance in Local Government'. 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 2020/21 financial year 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 2021 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:

General

10. Three Rivers District Council operates a Committee model form of governance under the Localism Act 2011 ("the Act") and has done so since June 2014. In 2018 there were some further changes made to reduce the numbers of service Committees from 3 to 2. This has ensured that there is a more democratic approach to decision making in the organisation with no elected members having any individual executive power to make decisions and requiring Committees to be politically proportionate.
11. The Council's written Constitution sets out how the Council operates, how decisions are made including which decisions are delegated to the various Committees or to Officers under the scheme of delegation and the terms of reference for the various Committees. 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 as set out in the Act and regulations made thereunder, whilst others are adopted locally by the Council. The Constitution is reviewed at least annually and is available on the Council's website and intranet. Changes to the Constitution are reported to Full Council and where beyond a minor change delegated to the Chief Executive to authorise, are authorised by Council itself.
12. The Council has an approved Local Code of Governance, a copy of which is included in Part 5 of the written Constitution. This 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.
13. 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.
14. The Corporate Management 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.
15. Elected Members as decision-makers have to declare pecuniary and non-pecuniary interests as defined under the Act as and when they occur as well as formally recording this information in the Register of Members Interests which is available online. Each Councillor is personally responsible for keeping their entry in the Register up to date and are reminded of this obligation on an annual basis. Members have access to the Committee team and the Monitoring Officer for advice on declaration of interests at meetings.

Strategic Aims and Objectives

16. The Council and the Policy and Resources Committee met regularly to set the strategic direction of the Council and together with the Audit Committee and the Service Committees, monitor service delivery.
17. The Council updates and formally adopts its Strategic Plan annually each February, and this 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 local context. Progress on the Plan is reported to the public. The Strategic Plan reflects the priorities and vision set out in the 2020/21 Corporate Framework.

Vision

18. We want Three Rivers to be a place for everyone where all our communities enjoy a healthy and sustainable future with access to good quality housing and open spaces, high quality services, and a successful economy.

Aims and Priorities

Housing and Thriving Communities: We will:

- Work on a local plan to deliver sufficient housing and adopt that plan by 2023
- Through our joint ventures and partnerships take all available practicable action to increase the supply of affordable homes in the district
- Complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey. This was achieved in 2020/21.
- Seek to increase the number of Green Flag accredited parks and open spaces
- Work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles
- Continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.

Sustainable Environments: We will

- Produce and deliver a Climate Change Strategy and action plan
- Continue to improve the energy efficiency of the Council's buildings
- Deliver and implement a Cycling and Walking Strategy
- Seek to maintain our position as the highest recycling authority in Hertfordshire.

Successful Economy: We will

- Undertake a review of the Council's role in relation to the economy and agree an economic strategy
- Continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy
- Ensure Three Rivers is recognised as a great place to do business
- Continue to improve our relationship with the local business community

- Continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.

High Performing Financially Independent Council: We will

- Generate enough income to continue to provide services for the district
- Develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy
- Progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated
- Produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.

19. 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 is also the lead authority for the Local Strategic Partnership, which is made up of key stakeholders from Herts Valleys NHS Clinical Commissioning Group, Hertfordshire Police Constabulary, Police and Crime Commissioner, Hertfordshire County Council, Parish Councils, Thrive Homes, Watford Community Housing Trust, West Herts College, Department of Work and Pensions (Job Centre), Voluntary and Business Sectors.

Decision Making Structures

20. At an officer level, the senior management comprises the Chief Executive, shared Director of Finance, Director of Community and Environmental Services and Heads of Service. Financial control is primarily the responsibility of the Shared Director of Finance with neighbouring Watford Borough Council. This combined management comprises the Corporate Management Team who meet fortnightly to review and progress the key objectives of the council.

21. Overall financial control is monitored on a monthly basis by the Corporate Management Team and the Budget Panel. Budget preparation is influenced by the Council's Medium Term Financial Plan (MTFP) which forecasts budget pressures and available resources over a four year period. This MTFP is reported to members and the Budget Panel where variations to the plan 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.

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. Copies of the Council's Constitution are available to all on the Council's website.

24. There are regular meetings of the Full Council, Policy and Resources Committee and the other Service and Regulatory Committees. 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 as amended. During 2020/21 meetings were held virtually with access to the public maintained through a combination of direct access to the virtual meeting platform and live streaming.

25. 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 Chief Executive. 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.
26. Local Authorities operating a committee system do not have to have or appoint separate overview and scrutiny committees. The scrutiny function for health and community safety is undertaken by the Leisure Environment and Community Committee. At Three Rivers District Council the review and scrutiny of policy is co-ordinated through the Policy and Resources Committee.
27. 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.
28. Codes of Conduct defining the standards of behaviour for members, staff, our partners and the community have been developed and communicated and are available on the Council's website. A new Code of Conduct for Members was approved at Annual Council on 25th May 2021 and is now in force. All Members are required to undergo training on the Code and that process is almost complete, with a final session scheduled for September 2021.
29. The Solicitor to the Council 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 Leader and councillors on the Constitution or issues of maladministration, financial impropriety or probity.
30. 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

31. The Council has a performance management framework linked to the Council's Corporate Framework. The framework is based on the collection and interpretation of data in the form of performance indicators. The Council is committed to using accurate data to inform its decisions and has prepared a Data Quality Strategy to achieve this. The Council's committees review the Council's achievements against targets set for service delivery.

32. 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. All of the Council's key objectives, including those in the Strategic Plan have been cascaded into service plans, and the barriers to their achievement (i.e. the risks) have been identified, assessed and managed through service plans. Risks have been identified and assessed for their impact and likelihood. Where they require managing, a risk treatment plan has been prepared which identifies the controls that exist to minimise the risk together with any further action that is required. Risks associated with the Council's partners are considered and risk management is embedded throughout the Council.
33. Business continuity and emergency planning are other key aspects within the corporate governance framework and again falls within the remit of the Risk Management corporate group.

Shared Services with Watford Borough Council

34. Three Rivers District Council has been a leading authority in developing a shared service for revenues, benefits, ICT, financial services, procurement, environmental health and human resources with Watford Borough Council. Both Councils also share the statutory post of Chief Financial Officer - the Shared Director of Finance.
35. From April 2014, the Governance arrangements for shared services changed to a lead authority model. Three Rivers District Council are responsible for providing financial services and revenues and benefits, whilst Watford Borough Council are responsible for the provision of ICT and human resources. An executive board of senior management from both councils is 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.
36. 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.

REVIEW OF EFFECTIVENESS

37. The Council has responsibility for conducting at least annually a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of councillors, the officers 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. Members receive half-yearly reports and corrective action has been detailed and monitored where necessary. The

monthly budget monitoring system incorporated an update on financial and budgetary risks, a quantitative evaluation of fee income and the position on reserves and balances.

The Council

38. All Councillors meet together as the Full Council. These meetings are chaired by the Chairman of the Council appointed in May for the municipal year. At these ordinary meetings, Councillors decide the Council's overall policies and set the budget each year. Certain decisions can only be made by the Council as a whole and these are clearly set out in the written Constitution. The Council also hold debates on issues which affect the district generally. The Leader of the Council can make an oral report on relevant district matters. Members of the public may, on notice, put written questions to the Council.

39. The Full Council comprises all 39 Members. They met four times during 2020/21. In addition, there was a meeting of Annual Council. In cases of urgency an extraordinary meeting of the Council can be called by the Chairman and / or the Monitoring Officer under Part 4, Rule 1 of the Constitution and two such meetings were held in the year.

The Policy and Resources Committee

40. The Policy and Resources Committee sets and co-ordinates all policy for itself and the service and other committees which have been delegated by Council. It reviews and scrutinises the policies made or proposed to be made by the Council and recommends appropriately to the Council:

- whether any new policies are required;
- whether any existing policies are no longer required;
- whether any changes are required to any existing policies;
- whether any action is required to make the policies more effective.

41. Policy and Resources Committee met ten times during 2020/21.

The Service Committees

42. The Council has two decision making Service Committees which have detailed terms of reference set out in the Constitution:

- Infrastructure, Housing and Economic Development; and
- Leisure, Environment and Community.

43. The functions of the Service Committees are to:

- make all decisions in respect of their areas of responsibility provided these are within their allocated budgets and agreed policies;
- consider any matter referred to them by the Council or the Policy and Resources Committee and recommend or report to the Council or the Policy and Resources Committee accordingly;
- review performance against the previous year's plans of the services within their remit;
- determine an annual Work Plan;
- liaise and seek views of the local community and other interested parties in relation to the above matters; and

- consider any submitted Community or Councillor Calls for Action.

Regulatory Committees

44. The Council has three regulatory committees: Planning, Licensing and Regulatory Services. The terms of reference and responsibility for functions is set out in Parts 2 and 3 of the Constitution.

Member Allowances

45. Members Allowances were reviewed in 2019 by an Independent Remuneration Panel. The report and recommendations of the Independent Remuneration Panel for 2020/21 was approved by the full Council in December 2019. The Panel did recommend increases in the allowances and these were implemented from 1 April 2019

46. The Independent Remuneration Panel comprised of local residents appointed for a 3 year period, meets on an annual basis. Their recommendation and the decision of the Council on the allowances are published locally.

Senior Management

47. There are three Council officers who have statutory appointments - the Chief Executive's role as the Head of Paid Service, the Director of Finance's role as the Section 151 Officer and the Solicitor to the Council as the Monitoring Officer.

48. Senior Leadership Team (SLT) comprises the Chief Executive, the Director of Community and Environmental Services, the Shared Director of Finance and the Solicitor to the Council. Corporate Management Team comprises SLT and Heads of Service.

49. The Council keeps residents and stakeholders informed of its progress through the website and via social media platforms.

Procurement

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

51. 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

52. Audit Committee comprised seven members and met five times during 2020/21.

53. The role of Audit Committee is to:

- Approve (but not direct) internal audit's strategy, plan and performance;
- Review summary internal audit reports and the main issues arising, and seek assurance that action has been taken where necessary;

- Consider the reports of external audit and inspection agencies;
- Consider the effectiveness of the authority's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements. Seek assurances that action is being taken on risk related issues identified by auditors and inspectors;
- Be satisfied that the authority's assurance statements, including the Statement on Internal Control, properly reflect the risk environment and any actions required to improve it;
- Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted;
- Review the external auditor's opinion and reports to Members, and monitor management action in response to the issues raised by external audit;
- Approve the statutory Statement of Accounts.

Internal Audit

54. 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.

55. 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.

56. In line with Public Sector Internal Audit Standards, an Annual Assurance Statement and Internal Audit Report was compiled and presented to the Audit Committee (at its meeting on 7 July 2020), which:

- included an opinion on the overall adequacy and effectiveness of the Council's internal control environment;
- disclosed any qualifications to that opinion, together with any reasons for the qualification;
- drew attention to any issues which are judged particularly relevant to the preparation of the annual Governance Statement.

57. The SIAS Head of Assurance Annual Report is a key source document for the Council's Annual Governance Statement. For 2020/21 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 2020/21.

- A satisfactory assurance opinion is given on the adequacy and effectiveness of both financial systems and non-financial systems in the internal control environment. 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

58. External auditors, Ernst & Young LLP, provide an external review function through the audit of the annual accounts, assessment of value for money, and certification of grant claims. The Annual Audit and Inspection Letter is circulated to all Members and formally reported to Cabinet and the Audit Committee.
59. The Independent Auditor's Report to Members of Three Rivers District Council 2019/20 was signed on 5 March 2024. A qualified opinion was given in relation to the value of surplus assets. It concluded that:
60. In our opinion, except for the possible effects of the matters described in the basis for qualified opinion section of our report, the financial statements:
- give a true and fair view of the financial position of Three Rivers District Council and the Group as at 31 March 2020 and of its expenditure and income for the year then ended; and
 - have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 as amended by the Update to the Code and Specifications for Future Codes for Infrastructure Assets (November 2022).
61. The Local Government contract for the Council was awarded to EY (Ernst and 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 Three Rivers for 2020/21.

SIGNIFICANT GOVERNANCE ISSUES

62. 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 2020/21 and no outstanding matters were brought forward from 2019/20.
63. During 2020/21 COVID-19 has had a significant impact on the Council. Staff having been working largely from home relying on IT systems for remote working that were in place before the start of the pandemic. In addition the Council has been responsible for administering significant grant systems and Council Tax and Non Domestic Rate reliefs. The range of responses to the pandemic has placed considerable strain on the Council's resources. Incident management arrangements were put in place to oversee the Council's response, with regular incident management meetings and briefings for Members and a specially constituted sub-committee of its Policy and Resources Committee. Existing arrangements within the constitution for urgent decisions to be taken by the Chief Executive or Directors in consultation with Group Leaders were used to authorise urgent decisions arising from the pandemic.

Certification Statement from the Leader of the Council and the Chief Executive

64. 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 _____

Leader of the Council – Sarah Nelmes

Signed _____

Date _____

Chief Executive – Joanne Wagstaffe

Movement in Reserves Statement (MIRS)

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 (CIES)

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

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

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.

Movement in Reserves Statement

	Notes	General Fund Balance	Earmarked Reserves	Capital Receipts Unapplied	Capital Grants and Contbns Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2019		4,822	12,144	0	6,401	23,257	46,572	69,829
Movement in reserves during 2019/20								
Total Comprehensive Income and Expenditure		-1,500	0	0	0	-1,500	14,097	12,597
Adjustments between accounting basis and funding basis under statutory provisions	9	3,109	0	0	-1,364	1,746	-1,746	0
Transfers to / from earmarked reserves	39	-1,413	1,413	0	0	0	0	0
Increase (+) or Decrease (-) In Year		196	1,413	0	-1,364	246	12,351	12,597
Balance at 31 March 2020		5,015	13,557	0	5,037	23,610	58,923	82,533
Movement in reserves during 2020/21								
Total Comprehensive Income and Expenditure		2,620	0	0	0	2,620	-11,054	-8,435
Adjustments between accounting basis and funding basis under statutory provisions	9	5,063	0	195	1,675	6,933	-6,933	0
Transfers to / from earmarked reserves	39	-7,521	7,521	0	0	0	0	0
Increase (+) or Decrease (-) In Year		161	7,521	195	1,675	9,552	-17,987	-8,435
Balance at 31 March 2021		5,177	21,078	195	6,712	33,162	40,936	74,098

Comprehensive Income and Expenditure Statement

2019/20				2020/21		
Gross Expenditure	Income	Net Expenditure	Notes	Gross Expenditure	Income	Net Expenditure
£'000	£'000	£'000		£'000	£'000	£'000
3,641	-1,852	1,789	Infrastructure Housing and Economic Development	4,058	-2,142	1,916
11,108	-4,691	6,417	Leisure, Environment and Communities	12,082	-3,721	8,361
29,468	-20,929	8,539	Policy and Resources	34,661	-26,084	8,577
0	0	0	Other Corporate Costs	1,795	-2,350	-555
44,217	-27,472	16,745	Cost of Services	52,596	-34,296	18,299
	-2,191		Other Operating Income	-4,552	0	-4,552
	1,082		Financing and Investment Income and Expenditure	2,235	-1,840	394
	-14,136		Taxation and Non-Specific Grant Income	0	-16,762	-16,762
	1,500		Surplus (-) or Deficit (+) on Provision of Services	50,279	-52,898	-2,620
			Items that will not be reclassified to the Surplus (-) or Deficit (+) on the Provision of Services			
	-1,168		Surplus or Deficit on revaluation of non-current assets			372
	0		Impairment losses on non-current assets charges to the revaluation reserve			0
	-12,929		Remeasurements of the net defined benefit liability (asset)			10,682
	-14,097					11,054
			Items that may be reclassified to the Surplus (-) or Deficit (+) on the Provision of Services			
	0		Surplus or deficit on revaluation of available for sale financial assets			0
	0		Other gains or losses			0
	0					0
0	0	-14,097	Other Comprehensive Income and Expenditure			11,054
	-12,597					8,435

Balance Sheet

At 31 March 2020		Notes	At 31 March 2021	
£'000			£'000	£'000
	Long Term Assets			
74,915	Property, Plant and Equipment	23	75,503	
11,941	Investment Property	25	10,495	
13,922	Surplus Assets	23	0	
145	Heritage Assets	24	146	
0	Intangible Assets	26	0	
510	Long Term Investments	29	511	
2,036	Finance Lease Asset	28	17,660	
15,054	Long Term Debtors	29	13,263	
118,523	Total Long Term Assets			117,578
	Current Assets			
6,164	Debtors	30	5,106	
47	Stock		28	
0	Short Term Investments	33	2,353	
9,851	Cash and Cash Equivalents	32	7,445	
16,062	Total Current Assets			14,931
	Current Liabilities			
-8,000	Short Term Borrowing	31	-8,009	
-10,636	Short Term Creditors and Revenue Receipts in Advance	31	-12,392	
-953	Provisions	36	-1,344	
-19,589	Total Current Liabilities			-21,745
	Long Term Liabilities			
-16,000	Long Term Borrowing		-8,000	
-16,319	Pension Liability	19	-28,559	
-147	Long Term Capital Grants Receipts in Advance		-107	
-32,466	Total Long Term Liabilities			-36,666
82,530	Net Assets (+) / Net Liabilities (-)			74,098
	Financed from:			
23,609	Usable Reserves	37-41		33,162
58,920	Unusable Reserves	42-49		40,936
82,530	Total Reserves			74,098

Alison Scott, Director of Finance

Date: 31 October 2024

Cash Flow Statement

2019/20 £'000		Notes	2020/21 £'000
-1,500	Net (surplus) or deficit on the provision of services		-2,620
5,717	Adjust net surplus or deficit on the provision of services for non-cash movements	50	-9,448
- 2,617	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	50	3,297
1,600	Net cash flows from Operating Activities		-8,770
-6,921	Investing activities	50	899
9,981	Financing activities	50	10,277
4,660	Net increase (-) or decrease (+) in cash and cash equivalents		2,406
5,191	Cash and cash equivalents at the beginning of the reporting period		9,851
9,851	Cash and cash equivalents at the end of the reporting period		7,445

1. Expenditure and Funding Analysis

2019/20			2020/21		
Expenditure chargeable to the General Fund £'000	Adjustments between funding and accounting basis £'000	Net Expenditure in the Comprehensive Income and Expenditure Statement £'000	Expenditure chargeable to the General Fund £'000	Adjustments between funding and accounting basis £'000	Net Expenditure in the Comprehensive Income and Expenditure Statement £'000
1,102	687	1,789	1,701	215	1,916
4,396	2,021	6,417	5,705	2,656	8,361
5,793	2,746	8,539	3,231	5,346	8,577
0	0	0	0	-555	-555
11,291	5,454	16,745	10,638	7,662	18,299
-11,486	-3,759	-15,245	-10,799	-10,120	-20,919
-195	1,695	1,500	-161	-2,458	-2,620
4,822			5,015		
195			161		
5,015			5,176		

2. Accounting Policies

2.1 General Principles

The Statement of Accounts summarises the Council's transactions for the 2020/21 financial year and its position at the year end of 31 March 2021. 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 2020/21 (the Code). The Code prescribes guidance on the preparation of the Statement of Accounts, 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.

2.2 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
- 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.

2.3 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.

2.4 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.

2.5 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:-

- 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; and
- 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 (MIRS).

2.6 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 MIRS 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 (**CIES**) 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 MIRS, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-Employment Benefits

Employees of the Council are members of 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 pension 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 3.6%-3.8% (based on the indicative rate of return on high quality corporate bonds); and
- 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 pension liability is analyzed into seven components:

- current service cost — the increase in liabilities as a result of years of service earned this year — allocated in the CIES 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 CIES 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 CIES;
- 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 CIES;
- 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 CIES as part of Non-Distributed Costs
- 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; and
- 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 CIES.

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 MIRS 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.

2.7 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.

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

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 CIES for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for Statements 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 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; and
- other instruments with fixed and determinable payments –discounted cash flow analysis.

2.8 Government Grants and Contributions

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

- the Council will comply with the conditions of the payment; and
- the grants or contributions will be received.

Amounts recognised as due to the Council are not credited to the CIES 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 CIES.

Where capital grants are credited to the CIES, they are reversed out of the General Fund Balance in the MIRS. 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.

2.9 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.

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 CIES.

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 CIES. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the CIES.

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 MIRS 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.

2.10 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.

2.11 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, for the provision of community benefit, for the purpose of economic development and regeneration, 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 CIES. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the MIRS and posted to the Capital Adjustment Account and the Capital Receipts Reserve.

2.12 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 CIES).

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

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

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 CIES 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 CIES 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 CIES).

The gain credited to the CIES 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 MIRS. 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 MIRS. When the future

rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against council tax, as the cost of 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 MIRS.

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 CIES. 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.

2.13 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).

However, the costs of overheads and support services are accounted for as separate headings in the CIES.

2.14 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
- 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 CIES, 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 CIES, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the MIRS.

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 CIES where they arise from the reversal of a loss previously charged to a service.

When decreases in value 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); or
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

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

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the CIES, 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 years;
- Infrastructure — straight-line over the estimated life of the asset - up to 25 years; and
- 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 CIES as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES 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 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.

2.15 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.

2.16 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 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 CIES 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 is 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.

2.17 Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the MIRS. 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 CIES. The reserve is then appropriated back into the General Fund Balance in the MIRS 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.

2.18 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 CIES 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 MIRS 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.

2.19 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.

2.20 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 CIES.

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.

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.

2.21 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.

2.22 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.

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.

Taxation (for Group Accounts)

Taxation on all profits is solely the personal liability of individual members. Consequently, neither taxation nor related deferred taxation arising in respect of Three Rivers Homes LLP or Three Rivers Homes Ltd 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.

2.23 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.

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.

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

Paragraph 3.3.4.3 of the Code of Practice requires that the Council discloses information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. The requirement applies to accounting standards that come into effect for financial years commencing on or before 1 January of the financial year in question (i.e. on or before 1 January 2021 for 2020/21).

In compiling the 2020/21 accounts there are no material effects in relation to these standards.

In response to the COVID-19 pandemic, CIPFA/LASAAC deferred the implementation of IFRS 16 Leases in the public sector until the 2022/23 financial year, with an effective date of 1 April 2022. This will require lessees to recognise assets subject to leases as right-of-use assets on their balance sheet, along with corresponding lease liabilities (there are exceptions for low-value and short-term leases).

4. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 2, the Council has to make certain judgements about complex transactions or those involving uncertainty about future events.

The assumptions within the accounts are arrived at in a number of ways:

- a) Estimates for accrued expenditure/income - based on service managers' and accountants' calculations at year end.
- b) Bad debt provision - based on historic trends and adjusted for any material movements during 2020/21.
- c) Asset lives for the calculation of depreciation charges - based on service managers' experience of previously used assets.
- d) The Council has also placed reliance on technical estimates supplied by third parties for the following:
 - Property valuations made by the Avison Young
 - Pension valuations supplied by Hymans Robertson - Actuary engaged by Hertfordshire County Council.

The Council has received very detailed reports from both of these sources outlining overall valuations and all of the key assumptions made in arriving at these final figures. These reports will be examined by EY during their audit of the Council's Accounts.

e) Delays to the reviews of the future funding mechanisms for Local Government have caused a high degree of uncertainty. The impact of this on the finances of this Council will be material with an expectation that the current various income streams will be altered, reduced and even ceased in some cases. This has been compounded by the Covid-19 pandemic which required various national lockdowns and restrictions to be imposed. Authorities have received some necessary reactive funding and have been reimbursed for the majority of the lost income normally collected through Fees and Charges. This funding, along with the need to close facilities have been sufficient to protect the assets of the Council from impairment.

5. Prior Period Adjustments

A prior period adjustment has been made to recognise the carrying amount of a loan of £107k advanced to Herts Building Control. Due to an administrative error this loan balance was not recognised in the balance sheet.

The Correction has resulted in an adjustment to Long Term Debtors and the earmarked reserve for Herts Building Control, as follows:

	As At 31 March 2020 Original £'000	As At 31 March 2021 Restated £'000	Difference £'000
Long-Term Debtors	16,983	17090	107
Earmarked Reserves - Herts Building Control	-178	-285	-107

6. 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 2021.

The draft Statement of Accounts was authorised for reissue by the Section 151 Officer on 31 May 2024.

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 2021, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

7. 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 2021 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.
Investment Properties	Due to the effects of Covid-19 on the property market the Council's valuer Avison Young have provided valuations reported on the basis of 'material valuation uncertainty' as per VPS 3 and VPGA 10 of the RICS Red Book Global. Consequently, they advise that less certainty and a higher degree of caution should be attached to the valuation than would normally be the case.	The impact of different valuations would have an impact on the value of non-current assets and reserves on the Balance Sheet changing both by the same amount.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to: the discount rate used; the rate at which salaries are projected to increase; changes in 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. The value of pension assets is based upon information available at the Balance Sheet date, but these valuations may be earlier than the Balance Sheet date. The actual valuations at the Balance Sheet date, which may not be available until sometime later, may give a different value of pension assets, but this is not generally considered to be material.	The effects on the closing defined benefit obligation of changes in individual assumptions can be measured. For instance, a 0.1% decrease in the discount rate assumption would result in an increase in the closing defined benefit obligation of £2.543m. A 1 year increase in life expectancy assumptions would increase the closing defined benefit obligation by 4%.

<p>Arrears</p>	<p>At 31 March 2021, the Council had a short term debtor balance of £7.897m. A review of significant balances suggested a provision for bad debts of £2.667m was appropriate. However, in the current economic climate it is not certain that such an allowance would be sufficient</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>
<p>Non Domestic Rates Appeals Provision</p>	<p>The provision for NDR Appeals includes an assessment of the appeals lodged to 31st March 2021, plus an estimate of the appeals not yet lodged.</p>	<p>There is uncertainty and risk surrounding the calculation of the provision as future events may affect the amount required to settle the obligation. 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>
<p>Fair Value Asset Valuations</p>	<p>The Council engages Avison Young, a qualified RICS surveyor, to provide valuations of land and property assets at the year end. The values of assets are adjusted to their current values by reviewing the sales of similar assets in the region, applying indexation and considering impairment of individual assets. Avison Young's valuation experts work closely with finance officers on all valuation matters.</p>	<p>Significant changes in the assumptions of future income streams/growth; occupancy levels; ongoing property maintenance and other factors could result in a significantly higher or lower fair value for these assets.</p> <p>In particular, the measures taken to tackle Covid-19 continue to affect economies and real estate markets globally. Nevertheless, as at the valuation date some property markets have started to function again, with transaction volumes and other relevant evidence returning to levels where an adequate quantum of market evidence exists upon which to base opinions of value.</p>

8. Adjustments in the Expenditure and Funding Analysis

2019/20				2020/21				
Adjustments for Capital Purposes	Net Charge for the Pensions Adjustments	Other Differences	Total Adjustments	Adjustments for Capital Purposes	Net Charge for the Pensions Adjustments	Other Differences	Total Adjustments	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
0	0	-55	-55					
				Infrastructure Housing and Economic Development	-592	201	606	215
0	0	51	51	Leisure, Environment and Communities	2,038	563	54	2,656
-168	0	3,209	3,041	Policy and Resources	1,645	684	3,017	5,346
0	0	2,115	2,115	Other Corporate Costs	0	0	-555	-555
-168	0	5,319	5,152	Service Costs	3,091	1,449	3,122	7,662
				Other Income and expenditure not charged to services				
-1,719	0	-2,595	-4,315		-4,939	109	-5,290	-10,120
-1,887	0	2,724	837	Surplus (-) or Deficit (+)	-1,849	1,558	-2,168	-2,458

9. Adjustments between accounting basis and funding basis under regulations

2019/20					2020/21			
General Fund Balance	Capital Receipts Unapplied	Capital Grants & Contributions Unapplied	Unusable Reserves		General Fund Balance	Capital Receipts Unapplied	Capital Grants & Contributions Unapplied	Unusable Reserves
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
				Adjustments to Revenue Resources				
2,576			-2,576	Pension Costs transferred to (or from) the Pensions Reserve	1,558			-1,558
0			0	Gain or Loss on the valuation of pooled investment funds	-3			3
-1,638			1,638	Council Tax and Business Rates transferred to the Collection Fund Adjustment Account	5,137			-5,137
34			-34	Holiday pay transferred to the Accumulated Balances Account	219			-219
4,923			-4,923	Reversal of entries included in the Surplus of Deficit on the Provision of Services in relation to capital expenditure to the Capital Adjustment Account	23,310			-23,310
				Adjustments between Revenue and Capital Resources				
-1,109	1,109			Transfer of non-current asset sale proceeds to the Capital Receipts Unapplied Reserve	-19,872	1,479		18,392
	-4,056		4,056	Useable Capital Receipts applied to finance capital expenditure		-4,122		4,122
-33			33	Statutory provision for the repayment of debt transferred to the Capital Adjustment Account	-134			134
-135			135	Capital expenditure financed from revenue balances transferred to the Capital Adjustment Account	-3,319			3,319
		-2,873	2,873	Capital grants and contributions applied	0		-158	158
23		-23		Capital Grants and Contributions Released to Revenue	24		-24	
-1,532		1,532		Capital gains and contributions receivable not applied to finance capital expenditure	-1,858		1,858	
				Adjustments to Capital Resources				
	2,947		-2,947	Release of Deferred Capital Receipt to Capital Receipt Reserve		2,838		-2,838
3,109	0	-1,364	-1,745	Total	5,062	205	1,676	-6,934

10. Analysis of Income and Expenditure by Nature

2019/20 £'000	Income and Expenditure	2020/21 £'000
-11,782	Fees, charges and other service income	-10,296
-23,883	Government grants and contributions	-34,054
-580	Interest and investment income	-1,225
-9,913	Income from council tax and non-domestic rates	-7,323
0	Proceeds from the disposal of non-current assets	0
-46,158	Total Income	-52,898
15,190	Employee benefits expenses	15,876
31,377	Other service expenses	34,048
0	Depreciation, amortisation, impairments and revaluations	4,117
277	Interest payable and similar charges	411
0	Net interest expense on the pension defined liability	378
0	Costs from the disposal of non-current assets	-4,552
46,844	Total Expenditure	50,279
686	Surplus (-) or Deficit (+) on the Provision of Services	-2,620

2019/20 £'000	Fees and Charges by Committee	2020/21 £'000
-1,768	Infrastructure Housing and Economic Development	-1,656
-3,815	Leisure, Environment and Communities	-2,955
-6,199	Policy and Resources	-5,685
-11,782	Total Fees and Charges	-10,296

11. Other Operating Expenditure

	2019/20	2020/21
Other Operating Expenditure	£'000	£'000
Capital Receipts	-1,109	-19,872
Disposal costs charged against capital receipts	0	0
Net Capital Receipts	-1,109	-19,872
Other Receipts	-1,082	0
Total Receipts	-2,191	-19,872
Carrying value of non-current assets derecognised	0	15,320
Disposal costs charged to the General Fund	0	0
Total Disposal costs	0	15,320
Other Operating Expenditure	-2,191	-4,552
Adjustments between accounting basis and funding basis	1,109	4,552
Net Charge to the General Fund	-1,082	0

12. Financing and Investment Income and Expenditure

	2019/20	2020/21
Financing and Investment Income and Expenditure	£'000	£'000
Interest payable and similar charges	341	411
Gain or Loss on the valuation of pooled investment funds		-50
Interest receivable and similar income	-496	-1,173
Income and Expenditure in relation to investment properties	-1,007	-615
Change in fair value of investment properties	1,630	1,446
Net pensions interest expense	664	378
Net fire-fighters Pension Fund Top-Up Grant	-50	-50
Financing and Investment Income and Expenditure	1,082	394
Adjustments between accounting basis and funding basis	-2,294	-1,821
Net Charge to the General Fund	-1,212	-1,427

13. Taxation and Non Specific Grant Income

	2019/20	2020/21
Taxation & Non Specific Grant Income	£'000	£'000
Council Tax Income	-8,693	-8,947
Non Domestic Rates	-5,020	1,623
Non Ringfenced Government Grants	-358	-7,580
Capital Grants and Contributions	-65	-1,858
Total	-14,136	-16,762

14. 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.

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

	2019/20	2020/21
Members' Allowances	£'000	£'000
Allowances	258	269
Expenses (Travel & Subsistence)	3	1
Total	261	270

15. Audit Fee

	2019/20	2020/21
Audit and Inspection Fees	£'000	£'000
Code of Practice Audit Work	35	35
Other Fees for Prior Years	0	40
Fees payable for other services provided during the year	12	0
Total	47	75

16. Senior Officer Remuneration

Table 12a:

Band £	Number of Employees	
	2019/20	2020/21
50,000-54,999	10	7
55,000-59,999	6	7
60,000-64,999	5	5
65,000-69,999	2	4
70,000-74,999	3	1
75,000-79,999	1	2
80,000-84,999	0	1
85,000-89,999	1	0
90,000-94,999	0	1
95,000-99,999	1	1
100,000- 104,999	1	1
105,000- 109,999	1	0
125,000- 129,999	0	1

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), disclosed in table 12b in table 12a.

The Director of Finance is the statutory Chief Finance Officer (S151) and is a shared post with Watford Borough Council and is recharged to Watford Borough Council on a 50:50 basis. Three Rivers District Council is the lead authority for the arrangement and as such the full cost is shown in the Three Rivers District Council accounts.

Total	31	31
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The following tables provide additional detail for senior officers' remuneration where salary for the establishment post falls between £50,000 and £150,000.

Table 12b:

2020/21				
Post Holder Information	Salary (Including Fees & Allowances)	Compensation for Loss of Office	Employers Pension Contribution	Total
	£	£		£
Chief Executive - Joanne Wagstaffe	129,677		23,376	153,053
Deputy Chief Executive	103,438		18,600	122,038
Director of Finance (Section 151 Officer)	84,228		15,104	99,332
Solicitor to the Council (Monitoring Officer)	68,865		10,774	79,639
Total	386,208	-	67,854	454,062

2019/20				
Post Holder Information	Salary (Including Fees & Allowances)	Compensation for Loss of Office	Employers Pension Contribution	Total
	£	£		£
Chief Executive (April to August 2019)	87,375	63,514	5,780	156,669
Interim Chief Executive (September 2019 to January 2020)	110,658		0	110,658
Chief Executive (February to March 2020)	20,869		3,761	24,630
Director of Finance (Section 151 Officer) (April 2019 to January 2020)	80,425		14,449	94,874
Interim Director of Finance (February to March 2020)	13,612		2,441	16,053
Director of Community & Environmental Services	109,387		19,752	129,139
Solicitor to the Council (Monitoring Officer)	55,480		10,074	65,554
Total	477,806	63,514	56,257	597,577

17. Exit Packages

Exit packages Band (£)	2019/20			2020/21		
	Compulsory No.	Other No.	Total No.	Compulsory No.	Other No.	Total No.
0 - 19,999	3	0	3	1	0	1
20,000 - 39,999	1	0	1	2	0	2
60,000 - 79,999	1	0	1	0	0	0
Total	5	0	5	3	0	3
Add new provisions created						
Less amounts provided for in previous year						
Add unused amount of previous year's provision						
Adjust for differences between payments and accruals						
Total cost of exit packages in the Comprehensive Income and Expenditure Statement						

102

86

18. Grants

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2020/21:

Grant issuing body	Credited to Taxation and Non Specific Grant Income	2019/20	2020/21	Credited to Services	2019/20	2020/21
		£'000	£'000		£'000	£'000
Department for Levelling Up, Housing and Communities	Business Rate - Section 31 Grant	952	2,492	Local Council Tax Scheme Admin Grant	73	73
	New Homes Bonus	358	621	Homelessness		450
	COVID 19 Business Rate Reliefs Grant		2,060	Parliamentary Elections Referendum and European Elections	175	
	Taxation Income Guarantee Scheme		130		143	
	Council Tax Hardship Fund COVID-19 Income Guarantee Scheme		600			
	COVID-19 Emergency Funding		1,180			
Department for Business, Energy & Industrial Strategy				COVID-19 Discretionary Business Grant		567
				Additional Restrictions Grant		2,695
				Other COVID-19 Grants		137
Department for Work and Pensions				Housing Benefit Grant	17,745	16,519
				Rent Rebate Subsidy		437
				Benefit Admin Grant	190	187
Various	Other Revenue Grants	65	-	Other Revenue Grants	830	964
Various	Capital Grants		1,711	Capital Grants		
Various	Developer Contributions		147			
All Grants	Total	1,375	9,439	Total	19,156	22,026

19. 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 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:-

Pension Fund Comprehensive Income and Expenditure Statement	Local Government Pension Scheme	
	2019/20	2020/21
	£'000	£'000
Cost of Services		
Current Service Cost	3,516	3,174
Past Service Costs	0	0
(Gain) / Loss from settlements	0	0
Administration Expenses	0	0
Financing and Investment Income & Expenditure		
Net Interest Expense	664	378
Surplus / Deficit on the Provision of Services	4,180	3,552
Other Comprehensive Income and Expenditure		
Return on plan assets	-3,267	16,937
Actuarial gains (-) and losses (+) from demographic assumptions	0	-27,180
Actuarial gains (-) and losses (+) from financial assumptions	16,489	-1,598
Experience gains (-) and losses (+)	0	0
Other actuarial gains (-) and losses (+)	0	1,159
Total retirement benefits charged to the Comprehensive Income and Expenditure Statement	17,402	-7,130
Movement in Reserves Statement		
Reversal of net charges made to the Surplus/Deficit on the Provision of Services for retirement benefits in accordance with the code	-2,417	-1,558
Actual amount charged against the General Fund Balance for pensions in the year	1,763	1,994

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 pension plans is:

Pension Liability	2019/20	2020/21
	£'000	£'000
Present value of the defined benefit pension obligation	-103,949	-134,596
Fair value of the plan assets	87,630	106,037
Total Net Liabilities	-16,319	-28,559

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

Assets at Fair Value	Local Government Pension Scheme	
	2019/20 £'000	2020/21 £'000
Opening Balance at 1 April	90,405	87,630
Interest Income	2,160	2,018
Return on plan assets	-3,719	16,937
Other actuarial gains and losses	0	0
Employer Contributions	1,763	1,994
Contributions by scheme participants	611	648
Benefits Paid	-3,590	-3,190
Settlements received / (paid)	0	0
Closing balance at 31 March	87,630	106,037

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

Liabilities	Local Government Pension Scheme	
	2019/20 £'000	2020/21 £'000
Opening Balance at 1 April	-117,077	-103,949
Current Service Cost	-3,675	-3,174
Interest Expense	-2,824	-2,396
Contributions by scheme participants	-611	-648
Actuarial gains and losses - demographic assumptions	0	-1,598
Actuarial gains and losses - financial assumptions	16,648	-27,180
Experience gains and losses	0	1,159
Other actuarial gains and losses	0	0
Benefits Paid	3,590	3,190
Past Service Costs	0	0
(Gain) / Loss from settlements	0	0
Closing balance at 31 March	-103,949	-134,596

Local Government Pension Scheme assets comprised:

Assets	At 31 March 2020			At 31 March 2021		
	£'000	£'000	%	£'000	£'000	%
Equities						
Consumer	1,682			946		
Manufacturing	1,343			835		
Energy and Utilities	0			0		
Financial Institutions	1,291			682		
Health and Care	793			422		
Information and Technology	3,018			2,428		
Other	144			95		
		8,269	9%		5,408	5%
Debt Securities						
UK Government	0			5,456		
Other	2,283			2,430		
		2,283	3%		7,886	7%
Property						
UK Property	2,663			5,893		
Overseas Property	5,256			4,907		
		7,920	9%		10,800	10%
Derivatives (quoted in an active market)						
Foreign exchange	-93			-42		
		-93	0%		-42	0%
Cash and cash equivalents						
Cash	1,902			2,998		
		1,902	2%		2,998	3%
Private Equity						
All	4,712			6,401		
		4,712	5%		6,401	6%
Investment Funds and Unit Trusts						
Equities	27,401			48,989		
Infrastructure	81			44		
Bonds	28,878			17,220		
Other	6,277			6,333		
		62,637	71%		72,586	68%
Total		87,630	100%		106,037	100%

Basis for Estimating Assets and Liabilities

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

The 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:

	Local Government Pension Scheme	
	2019/20	2020/21
Longevity Assumptions:		
Men:		
Longevity from 65 (currently aged 65) (yrs)	21.9	22.1
Longevity from 65 (currently aged 45) (yrs)	22.8	23.2
Women:		
Longevity from 65 (currently aged 65) (yrs)	24.1	24.5
Longevity from 65 (currently aged 45) (yrs)	25.5	26.2
Financial Assumptions:		
Consumer Price Index (CPI) increases	1.90%	2.85%
Rate of increases in salaries	2.30%	3.25%
Rate of increases in pensions and deferred pensions	1.90%	2.85%
Rate for discounting scheme liabilities	2.30%	2.00%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes 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.

Impact on the Defined Benefit Obligation in the Scheme

	Local Government Pension Scheme (funded)	
	Approximate % increase to Employer Liability	Approximate monetary amount (£'000)
0.1% decrease in Real Discount Rate	2%	2,543
0.1% increase in Pension Increase Rate	2%	2,301
0.1% increase in Salary Increase Rate	0%	214
1 year increase in member life expectancy	4%	5,384

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 2021/22 is £1.961m.

20. Joint Operations

The Council is party to the West Herts Crematorium Joint Committee under the Local Government Act 2000.

21. Partnership Working

From April 2009 to March 2014, Three Rivers District Council and Watford Borough Council had been participating in shared services, provided by a Joint Shared Services Committee. From April 2014, the Governance arrangements changed with the Council being the lead authority for the provision of Revenue & Benefits and Finance Services.

The table below shows the net expenditure of the 5 shared services (4 when Tax and Benefits are considered as one) and the charge to each authority of which Three Rivers District Council's share was £2.701m in 2020/21 (£2.479m 2019/20).

2019/20		2020/21		Total Shared Services £'000
Total Cost £'000		Provided by TRDC £'000	Provided by WBC £'000	
Services				
1,474	Local Tax Collection	1,679		1,679
1,486	Housing Benefits	1,632		1,632
1,397	Finance	1,375		1,375
668	Human Resources		888	888
1,201	ICT		1,280	1,280
6,226	Total Expenditure	4,686	2,168	6,854
2,479	Paid by Three Rivers District Council	1,905	796	2,701
3,747	Paid by Watford Borough Council	2,781	1,372	4,153

22. Related Parties

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

Central Government

Central government has significant influence over the general operations of the authority – it is responsible for providing the statutory framework within which the authority operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the authority has with other parties (eg council tax bills, housing benefits).

Senior Officers

No Senior Officers have had material transactions with a third party.

Elected Members

No Elected Members have had material transactions with a third party.

Entities controlled or significantly influenced by the authority

Three Rivers Commercial Services is a wholly owned subsidiary of the Council. This entity holds a 50% share of Three Rivers Housing Developments LLP.

The Chief Executive and Director of Finance are both Directors for Three Rivers Commercial Services Ltd. The Chief Executive of the Council is a Director for Three Rivers Housing Developments LLP.

The Council owns a 50% share of Three Rivers Homes Limited. The Chief Executive and Director of Finance are both directors for Three Rivers Homes Limited.

The Director of Finance is a director for Broste Rivers Group, in which the council has a 12.5% stake.

The Chief Executive is the Honorary Treasurer for 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 2020/21, Three Rivers received a contribution of £50,000 (2019/20 £50,000).

23. Movement in the value of Property, Plant and Equipment

2020/21	Other Land & Buildings	Vehicles, Plant, Furniture & Equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation as at 1 April	62,157	17,320	1,994	1,108	13,922	6,018	88,596
Additions	141	939	48	0	1,324	3,874	6,326
Donation	0	0	0	0	0	0	0
Revaluation increases (decreases) recognised in the Revaluation Reserve	-688	0	0	315	0	0	-373
Revaluation increases (decreases) recognised in the Surplus / Deficit on the Provision of Services	-44	0	0	0	0	0	-44
Derecognition - disposals	-76	0	0	0	-15,246	0	-15,323
Other movements in cost or valuation	0	0	0	0	0	0	0
Cost or valuation as at 31 March	64,720	10,739	865	1,424	0	9,892	87,640
Depreciation and Impairment as at 1 April	-1,511	-10,553	-1,620	0	0	0	-12,489
Depreciation charge	-1,064	-2,303	-122	0	0	0	-3,489
Depreciation and impairment written out to the Revaluation Reserve	0	0	0	0	0	0	0
Depreciation and impairment written out to the Surplus / Deficit on Provision of Services	0	0	0	0	0	0	0
Impairment losses / (reversals) recognised in the Revaluation Reserve	-208	-218	-14	0	0	0	-441
Impairment losses / (reversals) recognised in the Surplus / Deficit on Provision of Services	0	0	0	0	0	0	0
Derecognition - disposals	3	0	0	0	0	0	3
Other movements in depreciation and impairment	7	0	0	0	0	0	7
Depreciation and impairment as at 31 March	-5,969	-5,588	-580	0	0	0	-12,137
Net book Value at 31 March 2020	60,647	6,767	373	1,108	13,922	6,018	74,911
Net book Value at 31 March 2021	58,751	5,151	285	1,424	0	9,892	75,503

Notes to the Financial Statements

2019/20	Other Land & Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infrastructure Assets £'000	Community Assets £'000	Surplus Assets £'000	Assets Under Construction £'000	Total Property Plant & Equipment £'000
Cost or valuation as at 1 April	58,874	15,946	1,909	713	12,530	1,920	79,360
Additions	1,101	1,800	85	395	1,392	5,945	9,326
Donation							
Revaluation increases (decreases) recognised in the Revaluation Reserve	319						319
Revaluation increases (decreases) recognised in the Surplus / Deficit on the Provision of Services	-409						-409
Derecognition - disposals							
Derecognition - other							
Assets reclassified	2,272	-426				-1,846	0
Other movements in cost or valuation							
Cost or valuation as at 31 March	62,157	17,320	1,994	1,108	13,922	6,018	88,596
Depreciation and Impairment as at 1 April	-1,201	-9,788	-1,500	0	0	0	-12,489
Depreciation charge	-1,037	-948	-120				-2,105
Depreciation and impairment written out to the Revaluation Reserve	910						910
Depreciation and impairment written out to the Surplus / Deficit on Provision of Services							
Impairment losses / (reversals) recognised in the Revaluation Reserve							
Impairment losses / (reversals) recognised in the Surplus / Deficit on Provision of Services							
Derecognition - disposals							
Derecognition - other							
Assets reclassified							
Other movements in depreciation and impairment	-183	183					0
Depreciation and impairment as at 31 March	-1,511	-10,553	-1,620	0	0	0	-13,684
Net book Value at 31 March 2019	57,673	6,158	409	713	12,530	1,920	66,870
Net book Value at 31 March 2020	60,647	6,767	373	1,108	13,922	6,018	74,911

Revaluations

The Council carries 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. Avison Young undertook valuations on behalf of the Council in 2020/21 in relation to Operational and Investment Properties 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 the Statement of Accounting Policies at Note 2.

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

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 2.14). Depreciation commences in the year following acquisition. Freehold land, Investment Properties, Assets under construction, Surplus Assets and Heritage Assets are not depreciated.

24. Movement in the value of 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 5 year programme. 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		2020/21			
Total		Musical	Works of	Civic	Total
£'000		Instrument	Art	Regalia	£'000
		£'000	£'000	£'000	£'000
206	Valuation at 1 April	90	41	15	146
- 60	Revaluation increases / decreases recognised in year	-	-	-	0
146	Valuation at 31 March	90	41	15	146

25. Movement in the value of Investment Properties

Investment Properties	2019/20 £'000	2020/21 £'000
Opening Balance at 1 April	13,571	11,941
Additions	0	0
Derecognition	0	0
Net gain (+) / losses from fair value adjustments	-1,630	-1,446
Assets reclassified to / from Investment Properties	0	0
Other changes	0	0
Closing balance at 31 March	11,941	10,495

Fair Value Hierarchy

All the Council's investment property portfolio has been assessed as Level 3 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.

There were no changes the valuation techniques used during the year for Investment Properties and Surplus Assets.

Highest and Best Use of Investment Properties

In estimating the fair value of the Authority's investment properties, the highest and best use of the properties is deemed to be their current use.

Valuers

The investment property portfolio has been valued at 31 March 2021 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, as the Council's valuing agents.

26. Movement in the value of Intangible Assets

	2019/20	2020/21
	£'000	£'000
Expenditure on Software Licences	101	148
Written out in year of acquisition	-101	-148
Net Book Value at 31 March	0	0

27. 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 below.

	2019/20	2020/21
	£'000	£'000
Capital Financing Requirement		
Capital Financing Requirement as at 1 April	38,322	43,944
Capital Investment:		
Property, Plant and Equipment	9,326	1,080
Assets under construction		3,874
Infrastructure Assets	0	48
Intangible Assets	101	148
Revenue Expenditure Funded from Capital Under Statute	677	2,427
Surplus Assets	1,392	1,324
Long Term Debtors	1,324	0
	12,820	8,901
Sources of Finance:		
Capital receipts	-4,133	-4,122
Government Grants and Other Contributions (including S106)	-3,007	-158
Capital Expenditure funded from the Revenue Account	0	-3,319
Repayment of loans treated as capital receipts	-25	-1,791
Minimum Revenue Provision	-33	-134
	-7,198	-9,524
Increase (+) / decrease (-) in Capital Financing Requirement	5,622	-623
Capital Financing Requirement at 31 March	43,944	43,321

28. Leases

Finance Leases – The Council as a Lessor

As part of the South Oxhey Initiative regeneration scheme, the Council has granted long-term leases of 250 years from the lease date to Countryside Properties. The authority has a gross investment in the lease made up of the minimum lease payments expected to be received over the remaining term. There is no residual value anticipated for the properties when the leases come to an end. The Council received Lease Premiums from the lessee and will receive ground rent over the life of the lease.

The Premiums received for the leases makes up substantially all of the value of the interest in the property, with the value of the ground rents receivable being immaterial for recognition. Consequently, the Council has chosen to make a limited disclosure in this area as there is no lease debtor to recognise.

Operating Leases – The council as Lessor

The Council leases out property under operating leases for the following purposes:

- For the provision of community services, such as sports facilities and community centres
- For economic development purposes to provide suitable accommodation for local businesses

The future minimum leases payments receivable are:

Council as Lessor - Operational	2019/20		2020/21	
	Land and buildings	Total	Land and buildings	Total
	£'000	£'000	£'000	£'000
Future Minimum leases payments receivable:				
Within 1 year	1,144	1,144	1,201	1,201
Within 2nd - 5th years	4,245	264	3,915	3,915
6th year and beyond	8,731	13,397	11,469	11,469
Total:	14,120	13,693	16,585	16,585

29. Long Term Debtors

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

	At 31 March 2020 £'000	At 31 March 2021 £'000
Charges to Registered Properties	16	16
Loan - Grapevine	4,185	4,185
Loan - Bury Lake Young Mariners Base	975	955
Loan - Puckeridge	1,770	0
Loan - Thrive Homes	8,000	8,000
Rent to Mortgage Properties	0	0
Building Control	107	107
Finance Lease Receivables	2,036	17,660
Total	17,089	30,923

30. Short-Term Debtors

	At 31 March 2020 £'000	At 31 March 2021 £'000
Government Departments	565	493
Other Local Authorities	957	811
Health Authorities	0	0
Payments in Advance	1,284	430
Bodies external to general government (i.e. all other bodies)	5,551	6,151
	8,357	7,884
Less Impairment Allowance Account	-2,193	-2,778
Total	6,164	5,106

31. Creditors

	At 31 March 2020 £'000	Balance at 31 March 2021 £'000
Receipts in Advance		
Government Departments	0	-2,386
Other Local Authorities	0	0
Health Authorities	0	0
Other Entities & Individuals	-2,051	-3,865
	-2,051	-6,251
Creditors		
Government Departments	-3,120	-3,228
Other Local Authorities	-2,103	-172
Health Authorities	0	0
Other Entities & Individuals	-3,362	-2,740
	-8,585	-6,141
Short Term Creditors and RIA	-10,636	-12,392
Long Term Receipts in Advance	0	0
Total	-10,636	-12,392

32. Cash and Cash Equivalents

	At 31 March 2020 £'000	At 31 March 2021 £'000
Cash at bank and in hand(+)/Overdrawn (-)	9,851	7,445
Total	9,851	7,445

33. Short Term Investments

	At 31 March 2020	At 31 March 2021
	£'000	£'000
Royal London Asset Management Cash Plus Fund	0	2,353
Total	0	2,353

34. Financial Instruments

At 31 March 2020			At 31 March 2021	
Short Term £000	Long Term £000	Financial Assets	Short Term £000	Long Term £000
Carried at Amortised Cost				
9,851	0	Cash and Cash Equivalents	7,445	0
4,880	14,947	Debtors	4,676	13,263
14,731	14,947	Total at Amortised Cost	12,121	13,263
Carried at Fair Value through Profit & Loss				
0	510	Investments	2,353	511
0	510	Total at Fair Value through Profit and Loss	2,353	511
0	1,284	Non-Financial Assets*	430	0
14,731	16,741	Total	14,903	13,774

As at 31st March 2020			As at 31st March 2021	
Short Term £000	Long Term £000	Financial Liabilities	Short Term £000	Long Term £000
Carried at Amortised Cost				
-16,000	-8,000	Borrowing	-8,009	-8,000
	-8,585	Creditors	-6,141	0
-16,000	-16,585	Total at Amortised Cost	-14,150	-8,000
-147	-2,051	Non-Financial Liabilities*	-6,251	-107
-16,147	-18,636	Total	-20,401	-8,107

35. Disclosure of Nature and Extent of Risk Arising from Financial Instruments

Financial Instruments – Carrying Values

Financial liabilities and financial assets represented by loans and receivables are carried in the Balance Sheet at Amortised Cost. Their Fair Value can be assessed by calculating the Present Value of the

cashflows that will take place over the remaining term of the instruments using the following assumptions.

- Where an instrument will mature in the next 12 months, the carrying amount is assumed to be the approximate Fair Value.
- The 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 Balance Sheet includes the following financial instruments:

- Creditors
- Debtors
- Cash and Cash Equivalents
- Investments carried at Amortised Cost
- Investments carried at Fair Value through Profit and Loss
- Finance Leases

Financial Liabilities	Fair Value Level	Balance Sheet At 31 March 2020 £'000	Fair Value At 31 March 2020 £'000	Balance Sheet At 31 March 2021 £'000	Fair Value At 31 March 2021 £'000
Financial liabilities held at amortised cost:					
Long-term loans from PWLB	2	16,000	16,092	8,009	8,985
Total		16,000	16,092	8,009	8,985
Liabilities for which fair value is not disclosed *			36,055		50,402
Total Financial Liabilities		52,055		58,411	
Recorded on balance sheet as:					
Short-term creditors		10,636		12,392	
Short-term borrowing		8,000		8,009	
Short-term provisions		953		1,344	
Long-term borrowing		16,000		8,000	
Long-term creditors		16,466		28,666	
Total Financial Liabilities		52,055		58,411	

Financial Assets

The authority has elected not to include a fair value calculation of its financial assets as it is assumed that the instruments amortised cost will approximate the instruments fair value and that the carrying amount of the investment equity will not be materially different from any fair value calculation.

Disclosure of Nature and Extent of Risks arising from Financial Instruments

Long term debtors comprise loans 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's activities expose it to a variety of financial risks. The key risks are:

- Liquidity risk: the possibility that the Council might not have funds available to meet its commitments to make payments
- Market risk: the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates movements

- Credit risk: the possibility that other parties might fail to pay amounts due to the Council

Liquidity Risk

This is the possibility that the Council might not have funds available to meet its commitments to make payments. The Council manages its liquidity position through stringent risk management procedures (the setting and approval of Prudential Indicators and the approval of Treasury and Investment Strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Treasury Management Code of Practice. This seeks to ensure that cash is available when needed.

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.

Amount at 31 March 2020 £000	Maturity Profile	Amount at 31 March 2021 £000
8,000	Less than 1 year	8,009
8,000	Between 1 and 2 years	0
0	Between 2 and 5 years	0
8,000	More than 5 years	8,000
24,000		16,009

Market Risk

This is the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates and stock market movements.

The Council's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. A Treasury Management Strategy is formally approved annually by the Council. This identifies all treasury risks and forms the basis of the day-to-day operating guidance applied by the Treasury Accountant when making decisions on placing any surplus funds (i.e. to whom, for how long, for how much, etc.).

Amount at 31 March 2020 £000	Sensitivity Analysis	Amount at 31 March 2021 £000
99	Investments - 1% Increase	98
-240	Borrowings - 1% Increase	-160
-141	Net impact on CIES	-62

Credit Risk

Credit risk arises from deposits with banks and building societies as well as credit exposure to the Council's customers. The treasury policy at present allows the Council to invest with the main UK Banks and Building Societies, with a FITCH rating of F1 or higher, up to a maximum value of £5m with any one institution. Once again this evidences our prudent approach to lending of surplus funds.

Amount at 31 March 2021	Maturity Profile	Amount at 31 March 2022
----------------------------	------------------	----------------------------

£000		£000
2,353	Less than 1 year	15,347
0	More than 1 year	0
2,353		15,347

Interest Rate Risk

The authority is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

n borrowings at variable rates – the interest expense charged to the surplus or deficit on the provision of services will rise

n borrowings at fixed rates – the fair value of the liabilities borrowings will fall

n investments at variable rates – the interest income credited to the surplus or deficit on the provision of services will rise

n investments at fixed rates – the fair value of the assets will fall.

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the surplus or deficit on the provision of services or other comprehensive income and expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the surplus or deficit on the provision of services and affect the General Fund balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in other comprehensive income and expenditure.

The following sensitivity analysis shows the financial effect of interest rates being 1% higher with all other variables held constant:

Amount at 31 March 2020 £000	Sensitivity Analysis	Amount at 31 March 2021 £000
99	Investments - 1% Increase	98
-240	Borrowings - 1% Increase	-160
-141	Net impact on CIES	-62

36. 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.

	Balance at 31 March 2020	Additional provisions made in 2020/21	Amounts used in 2020/21	Unused amounts reversed in 2020/21	Balance at 31 March 2021
	£'000	£'000	£'000	£'000	£'000
Land Charges	-87	0	0	0	-87
MMI Insurance	0	0	0	0	0
Business Rates	-865	-787	0	395	-1,257
Total	-953	-787	0	395	-1,344

	Balance at 31 March 2019	Additional provisions made in 2019/20	Amounts used in 2019/20	Unused amounts reversed in 2019/20	Balance at 31 March 2020
	£'000	£'000	£'000	£'000	£'000
Land Charges	-87	0	0	0	-87
MMI Insurance	0	0	0	0	0
Business Rates	-1,782	542	3,051	-2,676	-866
Total	-1,869	542	3,051	-2,676	953

Land Charges

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. The Council believes the provision of £87k is prudent.

NDR Appeals

The NNDR Appeals provision has arisen because of the change to the NNDR regime where the Council is now liable for any National Non Domestic Rates that are not collected. 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.

37. Movement in Useable Reserves

	31 March 2020 £'000	31 March 2021 £'000
Usable Reserves		
General Fund	5,015	5,177
Earmarked Reserves	13,557	21,078
Useable Capital Receipts Reserve	0	195
Capital Grants and Contributions Reserve	5,037	6,712
Total	23,610	33,162

38. General Fund

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

	2019/20 £'000	2020/21 £'000
Balance at 1 April	4,822	5,015
Net increase / decrease before transfers to Earmarked Reserves		
Earmarked Reserves	1,609	7,683
Transfer to / from Earmarked Reserves	-1,413	-7,521
Balance at 31 March	5,015	5,177

39. 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 2020/21.

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

	Balance at 31 March 2019 £'000	In year movement 2019/20 £'000	Balance at 31 March 2020 £'000	In year movement 2020/21 £'000	Balance at 31 March 2021 £'000
Section 106 Commuted Sums	-1,656	108	-1,548	-2	-1,550
Future Capital Expenditure	-2,610	0	-2,610	2,452	-158
New Homes Bonus	-4,593	-337	-4,930	786	-4,144
Building Control	-150	-28	-178	-124	-302
Leavesden Hospital Open Space	-769	0	-769	0	-769
Environmental Maintenance Plant	-92	0	-92	0	-92
Economic Impact	-2,100	-3	-2,103	300	-1,803
High Street Innovation Fund	0	0	0	0	0
NNDR Collection Fund	-464	-325	-789	-4,833	-5,622
Benefits equalisation	-234	61	-173	-328	-501
Commercial Reserve	-181	-77	-258	-2,760	-3,018
Grants and Contributions	0	0	0	-3,122	-3,122
Total Earmarked Reserves	-12,849	-601	-13,450	-7,628	-21,078

Reserve	Purpose
S106 Agreements & Commuted Sums	Receipts generated from development agreements to provide community Infrastructure
Community Infrastructure Levy	Funding from developers undertaking new building projects, to be used on infrastructure needed as a result of development.
Future Capital Expenditure	To fund key capital projects.
New Homes Bonus Reserve	Government Grant received in respect of new homes built to support community infrastructure
Leavesden Hospital Open Space	To maintain Open Space.
Environmental Maintenance Plant	To support improvement and purchase of environmental plant.
Economic Impact	To fund key future projects and resource equalisation in response to changed economic conditions
High Street Innovation Fund	To support the regeneration of High Streets.
NNDR Collection Fund	Equalisation fund re fluctuations due to timing differences in the collection fund

40. 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 held to fund future years' expenditure in the approved Capital Budget.

	2019/20 £'000	2020/21 £'000
Balance at 1 April	0	0
Net receipts from sale of assets	1,109	1,479
Release of deferred capital receipts	1,810	2,838
Net receipts from repayment of loans	1,137	
Receipts applied to finance capital expenditure	-4,056	-4,122
Balance at 31 March	0	195

41. Capital Grants Unapplied Reserve

The Capital Grant Unapplied Reserve is the resources available to meet future grant funded projects.

	2019/20 £'000	2020/21 £'000
Balance at 1 April	6,401	5,037
Applied during the year	-2,896	-183
Recognised as income but not applied during the year	1,532	1,858
Balance at 31 March	5,037	6,712

42. Movement in Unusable Reserves

Unusable Reserves	31 March 2020 £'000	31 March 2021 £'000
Pooled Fund Adjustment Account	0	3
Pensions Reserve	-16,319	-28,559
Revaluation Reserve	33,712	32,711
Deferred Capital Receipts Reserve	1,976	17,531
Capital Adjustments Account	38,581	23,633
Collection Fund Adjustment Account	1,093	-4,044
Accumulated Absences Account	-120	-339
Total	58,920	40,936

43. 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 and 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.

2019/20		Capital Adjustment Account	2020/21	
£'000	£'000		£'000	£'000
	36,947	Balance as at 1 April		38,580
		Reversal of Items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement (CIES):		
-2,105		Charges for depreciation for non-current assets	-3,489	
		Charges for impairment for non-current assets	-442	
-409		Revaluation losses / subsequent gains on Property, Plant and Equipment	-37	
-100		Amortisation of Intangible Assets	-148	
-677		Revenue Expenditure funded from capital under statute	-2,427	
0		Amounts of non-current assets written off on disposal or sale as part of the gain/ loss on derecognition	-15,320	
	-3,291			-21,864
		Adjusting amounts written out of the Revaluation Reserve:		
595		Difference between fair value depreciation and historical cost depreciation	584	
0		Accumulated gains on assets sold or scrapped	44	
	595			629
		Capital Financing applied in year:		
2,920		Use of the Capital Receipts Reserve to finance new capital expenditure	4,122	
2,871		Capital grants and contributions credited to the CIES that have been applied to capital financing	0	
0		Application of grants to capital financing from the Capital Grants Unapplied account	158	
1,137		Repayment of loans treated as capital receipts	1,791	
33		Statutory provision for the financing of capital investment charged against the General Fund balance	134	
136		Capital expenditure charged against the General Fund balance	3,319	
	7,096			9,525
	-1,630	Movements in the market value of Investment Properties debited or credited to the CIES		-1,446
	-1,137	Repayment of loans treated as capital receipts		-1,791
	38,580	Total Balance at 31 March		23,633

44. 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 realized

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.

2019/20		Revaluation Reserve		2020/21	
£'000	£'000			£'000	£'000
	33,138	Balance as at 1 April			33,712
1,170		Revaluation of assets		-372	
		Impairment of assets		0	
		Write back of accumulated depreciation on revaluations		0	
		Write back of accumulated impairment on revaluations		0	
	1,170	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services			-372
-595		Difference between fair value depreciation and historical cost depreciation		-584	
		Accumulated gains on assets sold or scrapped		-44	
	-595	Amounts written off to the Capital Adjustment Account			-629
	33,712	Total Balance at 31 March			32,711

45. 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.

	2019/20	2020/21
	£'000	£'000
Deferred Capital Receipts Reserve		
Balance as at 1 April	3,787	1,977
Amounts credited in year		18,392
Amounts released to the Usable Capital Receipts Reserve	-1,811	-2,838
Balance as at 31 March	1,977	17,531

46. 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.

	2019/20	2020/21
	£'000	£'000
Collection Fund Adjustment Account		
Balance as at 1 April	-545	1,094
Amount by which Council Tax and Business Rate income credited to the CIES is different from the income for the year calculated in accordance with statutory requirements	1,638	-5,137
Balance as at 31 March	1,093	-4,044

47. Accumulated Absences Account

The Accumulated Absences Reserve absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from this Reserve.

	2019/20	2020/21
	£'000	£'000
Accumulated Absences Account		
Balance as at 1 April	-86	-120
Settlement or cancellation of previous year's accrual	86	120
Amount accrued at the end of the current year	-120	-339
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement differs from remuneration chargeable in the year under statute	-34	-219
Balance as at 31 March	-120	-339

48. 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.

Pension Reserve	2019/20 £'000	2020/21 £'000
Balance as at 1 April	-21,724	-16,319
Net charge made for retirement benefits in accordance with IAS19	-2,406	-1,558
Remeasurements of the new defined liability	-2,542	-10,682
Balance as at 31 March	-26,672	-28,559

49. Pooled Fund Adjustment Account

The pooled investment fund adjustment account absorbs the timing differences arising from arrangements for accounting for income and expenditure relating to certain financial instruments and forbearing losses or benefitting from gains per statutory provision.

2019/20 £'000	2020/21 £'000
0 Balance at 1 April	0
0 Increase in value of assets held at Fair Value through Profit and Loss	3
0 Decrease in value of assets held at Fair Value through Profit and Loss	0
0 Amounts transferred to the General Fund on disposal	0
0 Balance at 31 March	3

50. Notes to the Cashflow Statement

Adjustments for non-cash movements:

	2019/20	2020/21
	£'000	£'000
Depreciation/amortisation of fixed assets	-2,205	-3,638
Impairment charges/revaluation losses (-) Gains (+)	-409	-480
Retirement benefit adjustments	-2,576	-1,558
Debt write-offs and Impairment allowances		0
Other financial instrument adjustments		0
Provisions set aside in the year	-34	-391
Deferred capital receipts		18,392
Movement in value of Pooled Funds		3
Movement in value of investment properties		-1,446
Carrying amount of non-current asset sold		-15,320
Transfers from Capital Grants Receipts in Advance		40
Previous years' capitalised spend written-off		0
Donated assets		0
Other non cash adjustment	-714	-148
Increase/decrease(-) in inventories	9	-19
Increase/decrease(-) in debtors	191	-1,034
Increase(-)/decrease in creditors	20	-3,840
Total adjustments for non-cash movements	-5,718	-9,437

Adjustments for items include in the surplus or deficit on the provision of services that are investing and financing activities:

	2019/20 £'000	2020/21 £'000
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	1,108	1,490
Gains on loans & receivables		
Capital Grants credited to surplus or deficit on the provision of services		1,818
-Cash adjustment	1,509	0
Total	2,617	3,308

Cash Flow – Investing Activities

Investing Activities	2019/20 £'000	2020/21 £'000
Purchase of property, plant and equipment, investment property and intangible assets	10,819	6,474
Purchase of short-term and long-term investments	17,500	2,351
Other payments for investing activities	368	0
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	-2,919	-4,328
Capital grants		-1,818
Proceeds from short-term and long-term investments	-17,500	0
Other receipts from investing activities	-1,347	-1,791
Total adjustments for investing activities	6,921	889

Cash Flow – Financing Activities

Financing Activities	2019/20 £'000	2020/21 £'000
Cash receipts of short- and long-term borrowing	8,000	0
Other receipts from financing activities	1	0
Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-balance sheet service concession arrangements		0
Repayments of short- and long-term borrowing		8,000
Other payments for financing activities	1,980	2,277
Total adjustments for financing activities	9,981	10,277

51. Contingent Assets

There are no contingent assets to disclose at 31 March 2021.

52. Contingent Liabilities

There are no contingent liabilities to disclose at 31 March 2021.

:

53. 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.

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).

2019/20			2020/21		
National Non-Domestic Rates £000	Council Tax £000	Total £000	National Non-Domestic Rates £000	Council Tax £000	Total £000
Income Receivable:					
	-68,851	-68,851		-71,673	-71,673
-28,574		-28,574	-21,473		-21,473
-131		-131	0	-161	-161
Business rates - contribution towards previous year's deficit:					
-1,159		-1,159	0	-92	-92
-290		-290	0	-559	-559
-1,448		-1,448	0	-77	-77
-31,602	-68,851	-100,453	-21,473	-72,562	-94,035
Expenditure:					
Repayment of previous years surpluses:					
	58	58	1,257		1,257
	347	347	967		967
	43	43			0
		0	1,180		1,180
Precepts and demands:					
9,933	8,761	18,694	11,649	9,079	20,728
11,351	53,163	64,514	2,912	55,454	58,366
	7,349	7,349		7,764	7,764
7,095		7,095	14,561		14,561
Charges to the Collection Fund:					
492	103	595	1,121	603	1,724
-1,982		-1,982	669		669
91		91	92		92
0		0	64		64
26,980	69,824	96,804	34,472	72,900	107,372
-4,622	973	-3,649	12,999	338	13,337
1,578	-678	900	-3,041	295	-2,746
-3,044	295	-2,749	9,958	633	10,591
Fund Balance Allocation (indicative):					
-1,131	37	-1,094	3,965	78	4,043
-822	226	-596	1,105	485	1,590
	31	31		70	70
-1,091		-1,091	4,888		4,888

CF 1 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 2020/21.

2019/20		2020/21		Total Chargeable Dwellings	Conversion Fraction (Proportion)	Equivalent Number of Band D Dwellings
Equivalent Number of Band D Dwellings	Valuation Band	Total Number of Dwellings in Band	Discounts, Exemptions & Disabled Relief			
0	A (Disabled Relief)	0	0	0	5/9	0
369	A	852	-308	544	6/9	363
1,118	B	2,259	-1,020	1,239	7/9	964
4,609	C	6,645	-1,410	5,235	8/9	4,653
8,375	D	9,943	-1,212	8,731	9/9	8,731
8,228	E	7,497	-926	6,571	11/9	8,032
5,735	F	4,315	-379	3,936	13/9	5,685
7,994	G	5,109	-264	4,846	15/9	8,076
2,913	H	1,547	-67	1,480	18/9	2,960
39,341		38,167	-5,585	32,582		39,463
-393	Less Allowance for losses on collection					-394
144	Add: Contribution in lieu of tax					144
39,092	Tax Base for Calculation of Council Tax					39,212
0	Add: Adjustment for changes during the year for successful appeals against valuations bandings, new properties, demolitions, disabled persons' relief and empty properties					0
39,092	Council Tax Base for the year					39,212

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 £1,843.73 (£1,772.04 for 2019/20).

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.

Group Movement in Reserves Statement

	Notes	General Fund Balance	Earmarked Reserves	Capital Receipts Unapplied	Capital Grants and Contbns Unapplied	Share of Joint Venture Reserve	Total Usable Reserves	Total Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2019		4,822	-1,413	0	0	-19	23,238	46,572	69,791
Movement in reserves during 2019/20									
Total Comprehensive Income and Expenditure		-1,500	0	0	0		-1,500	14,097	12,597
Adjustments between accounting basis and funding basis under statutory provisions	6	3,109	0	0	-1,364		1,746	-1,746	0
Adjustments primarily involving the share of Joint Venture Reserve						117	117	0	117
Transfers to / from earmarked reserves	44	-1,413	1,413	0	0		0	0	0
Increase (+) or Decrease (-) In Year		196	1,413	0	-1,364	117	363	12,351	12,714
Balance at 31 March 2020		5,015	13,557	0	5,037	98	23,707	58,923	82,631
Movement in reserves during 2020/21									
Total Comprehensive Income and Expenditure		2,620	0	0	0		2,620	-11,054	-8,435
Adjustments between accounting basis and funding basis under statutory provisions	6	5,063	0	195	1,675		6,933	-6,933	0
Adjustments primarily involving the share of Joint Venture Reserve						-47	-47	0	-47
Transfers to / from earmarked reserves	44	-7,521	7,521	0	0		0	0	0
Increase (+) or Decrease (-) In Year		161	7,521	195	1,675	-47	9,506	-17,987	-8,482
Balance at 31 March 2021		5,177	21,078	195	6,712	52	33,214	40,936	74,150

Group Comprehensive Income and Expenditure Statement

2019/20				2020/21			
Gross Expenditure	Income	Net Expenditure	Notes	Gross Expenditure	Income	Net Expenditure	
£'000	£'000	£'000		£'000	£'000	£'000	
3,641	-1,852	1,789		4,058	-2,142	1,916	
11,108	-4,691	6,417		12,082	-3,721	8,361	
29,468	-20,929	8,539		34,661	-26,084	8,577	
0	0	0		1,795	-2,350	-555	
44,217	-27,472	16,745		52,596	-34,296	18,299	
		-2,191	Other Operating Income	14	-4,552	0	-4,552
		1,082	Financing and Investment Income and Expenditure	15	2,235	-1,840	394
		-14,136	Taxation and Non-Specific Grant Income	19	0	-16,762	-16,762
		1,500	Surplus (-) or Deficit (+) on Provision of Services	5	50,279	-52,898	-2,620
			Share of Surplus (-) or Deficit (+) on Provision of Services by Joint Venture				2
		-117					
		1,383	Group Surplus (-) or Deficit (+)				-2,629
			Items that will not be reclassified to the Surplus (-) or Deficit (+) on the Provision of Services				
		-1,168	Surplus or Deficit on revaluation of non-current assets	49			372
		0	Impairment losses on non-current assets charges to the revaluation reserve	49			0
		-12,929	Remeasurements of the net defined benefit liability (asset)	18			10,682
		-14,097					11,054
			Items that may be reclassified to the Surplus (-) or Deficit (+) on the Provision of Services				
		0	Surplus or deficit on revaluation of available for sale financial assets				0
		0	Other gains or losses				0
		0					0
0	0	-14,097	Other Comprehensive Income and Expenditure				11,056
		-12,714					8,437

Group Balance Sheet

At 31 March 2020 £'000		At 31 March 2021 £'000		£'000
Long Term Assets				
74,915	Property, Plant and Equipment	75,503		
11,941	Investment Property	10,495		
13,922	Surplus Assets	0		
145	Heritage Assets	146		
0	Intangible Assets	0		
608	Long Term Investments	563		
2,036	Finance Lease Asset	17,660		
14,947	Long Term Debtors	13,263		
118,514	Total Long Term Assets			117,630
Current Assets				
0	Assets Held for Sale	0		
6,164	Debtors	5,106		
47	Stock	28		
0	Short Term Investments	2,353		
9,851	Cash and Cash Equivalents	7,445		
16,062	Total Current Assets			14,931
Current Liabilities				
-8,000	Short Term Borrowing	-8,009		
-10,636	Short Term Creditors and Revenue Receipts in Advance	-12,392		
-953	Provisions due within one year	-1,344		
0	Short Term Finance Liability	0		
0	Short Term Capital Grants Receipts in Advance	-35,768		
-19,589	Total Current Liabilities			-21,745
Long Term Liabilities				
-147	Long Term Creditors and Revenue Receipts in Advance	0		
0	Provisions due over one year	0		
-16,000	Long Term Borrowing	-8,000		
-16,319	Pension Liability	-28,559		
0	Long Term Finance Liability	0		
0	Deferred Income	0		
0	Long Term Capital Grants Receipts in Advance	-107		
-32,466	Total Long Term Liabilities			-36,666
82,521	Net Assets (+) / Net Liabilities (-)			74,150
Financed from:				
23,600	Usable Reserves			33,162
58,822	Unusable Reserves			40,988
82,521	Total Reserves			74,150

Group Cash Flow

2019/20 £'000		2020/21 £'000
14,550	Net (surplus) or deficit on the provision of services	-2,630
-65,087	Adjust net surplus or deficit on the provision of services for non-cash movements	-9,448
82,084	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	3,297
31,548	Net cash flows from Operating Activities	-8770
-32,645	Investing activities	889
2,507	Financing activities	10,277
1,410	Net increase (-) or decrease (+) in cash and cash equivalents	2,406
34,307	Cash and cash equivalents at the beginning of the reporting period	9,851
32,897	Cash and cash equivalents at the end of the reporting period	7,445

1. The Group Accounting Policies

The Group Accounts have been prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting 2020/21 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. Three Rivers District Council's share of Joint Venture Company within the Group

Joint Ventures	Share of Ownership	Other Stakeholder	Date Incorporated
Three Rivers Homes Limited	50%	Clarendon Living Ltd	24 March 2017

Three Rivers District Council has 100% ownership in Three Rivers Commercial Services (net assets not material as at 31 March 2020) which in turn has 50% ownership in Three Rivers Development LLP. The net assets of Three Rivers Development are not material therefore this has not been consolidated as part of the group accounts. The Council also has an investment in an Associate, Broste Rivers Group Ltd, and is part of a joint committee with West Herts Crematorium as at 31 March 2020, and these have not been consolidated as they fall outside the scope of group accounts.

The table below shows 50% share for Three Rivers District Council.

2019/20 £'000	Three Rivers Homes Limited	2020/21 £'000
-412	Revenue	-162
216	Administrative Expenses	68
80	Finance Cost	83
0	Tax	12
-117	(Profit)\Loss for the period	2
1,598	Property, Plant and Equipment	1,596
1,077	Investment Properties	1,077
0	Debtors (Current Assets)	0
97	Cash and Cash Equivalents (Current Assets)	33
-40	Creditors (Current Liabilities)	-31
-2,124	Creditors (Long term liabilities)	-2,113
608	Net Assets	562

3. Related Party Transactions

During the Period, there were no transactions between Three Rivers Homes Ltd and Three Rivers District Council.

4. Three Rivers Homes LTD Members' Capital Contributions (Loans)

2019/20 Amounts outstanding at 31 March 2020 £'000	2020/21		Amounts outstanding at 31 March 2021 £'000
	New Loans £'000	Repayments £'000	
4,186	Three Rivers Homes Ltd - Grapevine Loan		4,186
4,186	0	0	4,186

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

These are sums included in the final accounts to recognise revenue and capital income and expenditure attributable to the accounting period, but for which payment has not been received or made by 31 March.

Accumulated Compensated Absences Adjustment Account

This account represents the value of any unused holiday, time off in lieu or flexi hours which have not been taken by officers as at the 31 March.

Actuary

An expert on rates of death and insurance statistics who assesses whether we have enough money in our pension fund.

Actuarial Gains and Losses

For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because:

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

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 Adjustment Account

This records the timing difference between the costs of fixed assets used and the capital financing set aside to pay for them.

Capital Expenditure

Expenditure on assets which have a long term value. Includes the purchase of land, purchase or cost of construction of buildings and the acquisition of plant, equipment and vehicles.

Capital 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.

Capital Charges

This is a general term used for the notional charges made to service revenue accounts for the use of fixed assets. The term covers the following:

Depreciation, Impairment charges and Amortisation of Deferred Charges (included in gross expenditure) offset by the Amortisation of government grants deferred (included in income).

Capital Financing Costs

These are costs, such as interest, which we charge because we have spent money on non-current assets.

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

A separate fund that records the income and expenditure relating to Council Tax and National Non-Domestic Rates.

Contingent Assets/Liabilities

These are amounts potentially due to or from individuals or organisations which may arise in the future but which at this time cannot be determined accurately, and for which provision has not yet been made in the Council's accounts.

Creditor

Amounts owed by the Council for work done, goods received or services rendered but for which payment has not been made at 31 March.

Current Assets

These are the short-term assets we have at date of the balance sheet which we can use in the following year.

Current Liabilities

These are the short-term liabilities we have at date of the balance sheet which we will pay in the following year.

Current Service Cost

Current Service Cost is the increase in the present value of a defined benefit pension scheme's liabilities expected to arise from employee service in the current period i.e. the ultimate pension benefits "earned" by employees in the current year's employment.

Curtailment

Curtailments will show the cost of the early payment of pension benefits if any employee has been made redundant in the previous financial year.

Debtor

Sums of money due to the authority but unpaid at the balance sheet date.

Defined Benefit Scheme

This is a pension or other retirement benefit scheme other than a defined contribution scheme. Usually the scheme rules define the benefits independently of the contributions payable and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded.

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.

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.

Heritage Assets

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

International Financial reporting Standard (IFRS)

Defined accounting standards that must be applied by all reporting entities to all financial statements in order to provide a true and fair view of the entity's financial position, and a standardised method of comparison with financial statements of other entities.

Impairment

A reduction in the value of a fixed asset to below its carrying amount on the balance sheet due to damage, obsolescence or a general decrease in market value.

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 or NDR)

NNDR or NDR is the levy on business property, based upon a national rate in the pound applied to the 'rateable value' of the property. The Government determines a national rate poundage each year, which is applicable to all Local Authorities.

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 lessor.

Pension Fund

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 levied by one authority which is collected by another. e.g.: the County Council is the Precepting Authority and the District Council is the collecting authority, also known as the Billing Authority.

Provision

This is an amount which is put aside to cover future liabilities or losses which are considered to be certain or very likely to occur, but the amounts and timing are uncertain.

Revenue Expenditure Funded From Capital Under Statute

Expenditure incurred during the year that may be capitalised under statutory provision but that does not result in the creation of an asset that belongs to the Authority.

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.

