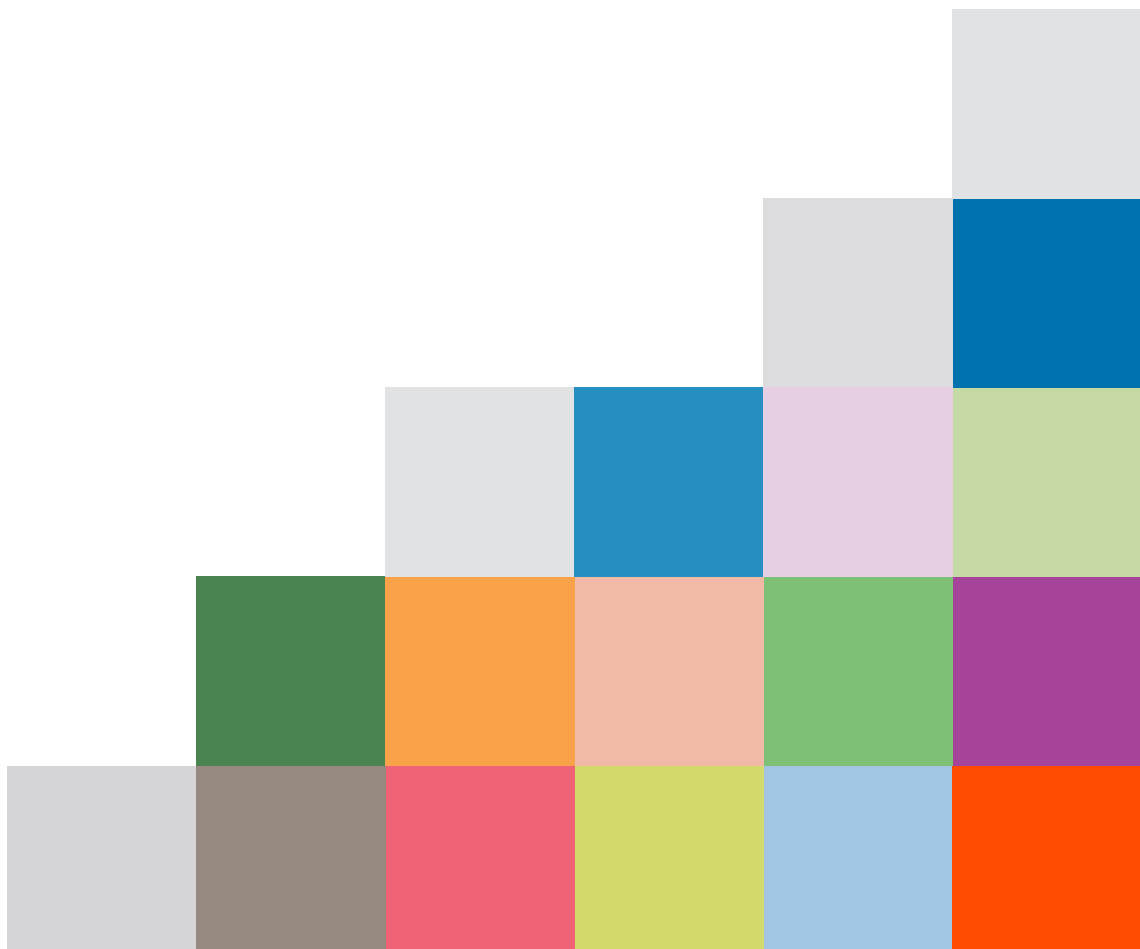


Statement of Accounts for the year ended 31 March 2017



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Statement of Responsibilities

The Council's Responsibilities

The Council is required to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Council, that officer is the Corporate Director.
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Approve the Statement of Accounts.

Responsibilities of the Corporate Director

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

In preparing this Statement of Accounts the Corporate Director has:

- Selected suitable accounting policies and then applied them consistently.
- Made judgements and estimates which were reasonable and prudent.
- Complied with the local authority Code.

The Corporate Director has also:

- Kept proper accounting records that were up to date.
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

Confirmation of the Corporate Director:

I confirm that this Statement of Accounts presents a true and fair view of the financial position of Hertsmere Borough Council at 31 March 2017 and its Income & Expenditure for the year then ended.



Sajida Bijle
Corporate Director

Date: 31 July 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HERTSMERE BOROUGH COUNCIL

Opinion on the Authority's financial statements

We have audited the financial statements of Hertsmere Borough Council for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Authority and Group Movement in Reserves Statement,
- Authority and Group Comprehensive Income and Expenditure Statement,
- Authority and Group Balance Sheet,
- Authority and Group Cash Flow Statement,
- Collection Fund and the related notes 1 to 5; and
- The related notes 1 to 34 to the Authority accounts, notes 1 to 4 to the Group accounts and the Expenditure and Funding Analysis.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17.

This report is made solely to the members of Hertsmere Borough Council, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Corporate Director and auditor

As explained more fully in the Statement of the Corporate Director's Responsibilities set out on page 5, the Corporate Director is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Authority and Group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Corporate Director; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Statement of Accounts 2016/17 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the financial position of Hertsmere Borough Council and Group as at 31 March 2017 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 2016/17.

Opinion on other matters

In our opinion, the information given in the Statement of Accounts 2016/17 for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Council;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects

Conclusion on Hertsmere Borough Council's arrangements for securing economy, efficiency and effectiveness in the use of resources

Authority's responsibilities

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our conclusion relating to proper arrangements.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General (C&AG) in November 2016, as to whether Hertsmere Borough Council had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether Hertsmere Borough Council put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, Hertsmere Borough Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Conclusion

On the basis of our work, having regard to the guidance issued by the C&AG in November 2016, we are satisfied that, in all significant respects, Hertsmere Borough Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

Certificate

We certify that we have completed the audit of the accounts of Hertsmere Borough Council in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.



Andrew Brittain (senior statutory auditor)
for and on behalf of Ernst & Young LLP, Appointed Auditor
Reading
1 August 2017

The maintenance and integrity of the Hertsmere Borough Council web site is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Narrative Statement

Overview from the Corporate Director

Introduction

I am pleased to introduce the Council's Statement of Accounts for the year 2016/17. Hertsmere Borough Council is situated to the north of London in southwest Hertfordshire and has a population of c103,000. There are approximately 43,900 dwellings in the area and 3,100 commercial properties. The Borough covers an area of 39 square miles and includes the communities of Aldenham, Bushey, Potters Bar, Radlett, Elstree and Borehamwood and is bordered by three London Boroughs. Despite its close proximity to London, 80 per cent of the Borough is Green Belt, much of which is in agricultural use.

Compared to metropolitan boroughs, Hertsmere Borough Council is a small Council and is made up of distinctly individual communities and a number of smaller settlements. Although the Council is located within Hertfordshire, it faces many similar challenges to those faced by its neighbouring London boroughs. Its close proximity to the city also brings its own challenges, in particular competition for highly skilled labour in an area paying London weighted salaries that can only be offered by the larger London Boroughs.

The Chancellor made his Autumn Statement to the House of Commons on 23 November 2016, in which he announced that the government has abandoned its commitment to reduce public sector net borrowing to a surplus by the end of this Parliament. However, this is unlikely to impact on funding for Local Government as he also announced that the government remains committed to the overall plans for departmental resource spending until 2019/20.

The existing central government departmental plans include headline figures for the four-year period to 2019/20. In order to lock in those funding levels and provide certainty of funding, the four-year settlement had to be accepted by 14 October 2016 and in accepting this we were required to produce an Efficiency Plan setting out the measures we intend to make over the medium term to manage our finances. Hertsmere, along with 97% of all Local Authorities had accepted the four-year settlement by October 2016.

Since the Comprehensive Spending Review in 2010 general government funding has been reducing as part of the Government's austerity measures. For Hertsmere this has resulted in a total reduction in general government grant of around £5.4m or 69% with general government funding now representing just 21% of Hertsmere's overall funding compared to 54% back in 2010/11.

Such a challenging environment emphasises the need for careful planning and the need to maintain robust levels of reserves to ease the transition to a self-funding Council. Although the tentative early signs of a recovery in the national economy are encouraging we continue to face significant pressure to provide services against a backdrop of deep and continuous cuts in central government funding and plans to phase out government grant totally by 2020.

We also face uncertainty in some of our own funding which can be dependent on certain external drivers as well as factors at play within our own borough, e.g. impact of the EU referendum and the triggering of "Article 50", levels of employment and business growth and demand for affordable housing.

In response we have adopted a more entrepreneurial approach and focussed on expanding our ability to generate income as well as reducing costs by entering into partnerships with other Councils and looking for commercial opportunities such as establishing our own property development company. We currently have partnerships with other local authorities for Building Control, CCTV, Customer Services, Audit and Anti-Fraud.

We have already built some excellent quality houses for rent and will be developing more to generate rental income while also contributing to meeting local demand for housing; our Elstree Film Studios remains in a healthy state with Strictly, Big Brother, the Crown and the BBC featuring large in their portfolio of clients.

We are reviewing our policies around debt collections and are recruiting new staff to generate income through speedy collection of debts while also ensuring we invest Community Infrastructure Levy and S106 monies in local projects and infrastructure.

We have set up Hertsmere Development Ltd to take forward developments on Council-owned land and continue to progress with other major projects such as the development of Elstree Way Corridor in partnership with the Police & Crime Commissioner, Health Service and the County Council.

The financial statements links closely to the Corporate Plan and enables delivery of the Council's goals and objectives. The Council is continuing with its programme of improvement in performance and service delivery. This is underpinned by the Corporate Governance framework which is the mechanism through which our priorities are filtered down throughout the organisation.

The Council's Annual Governance Statement (on page 105) provides further details of the strategies implemented to achieve our objectives which have been developed and reviewed during the year. Looking ahead the Council will soon be adopting a new Corporate Plan, "Hertsmere's 2020 Vision" which has identified three Corporate Goals which each have a number of outcome-based objectives, which support the development of priorities for action.

- Being an enterprising Council
- Planning for the future
- Supporting our communities

The Audit Committee meets quarterly and is attended by the external auditors. It works to promote and safeguard financial probity throughout the Council. The Accounts and Audit Regulations 2015 require the Statement of Accounts to be confirmed as true and fair by the Chief Financial Officer by 30 June and approved, audited and published by 30 September each year, and then by 31 May and 31 July respectively, from 2017/18 onwards. The Annual Governance Statement which is included in this statement of accounts has been approved by the Executive, Audit and Standards committees.

The narrative statement also provides information about the Council and its performance during the year as well as highlighting the key issues affecting the Council in the coming years.

It includes information on:

- Hertsmere Services
- Local Councillors
- Management Structure
- Aims and Objectives
- Performance (financial and non-financial)
- Revenue Outturn 2016/17
- Capital Outturn 2016/17
- Finance Strategy overview
- Corporate Risks
- Council Finances
- Explanation of Core and Supplementary Statements

Once again I would like to take this opportunity to express my gratitude to all colleagues from the finance team and other services for their assistance in preparing these accounts, and for their support throughout the year.

If you would like to have any further information on the accounts, you can forward details of your request to the Council by post using the following address:

Sajida Bijle
Corporate Director
Civic Offices
Elstree Way
Borehamwood
Hertfordshire
WD6 1WA

Alternatively you may wish to send your query by using our website (www.hertsmere.gov.uk).

What services is Hertsmere responsible for?

Hertsmere Borough Council is responsible for providing services including street cleaning, kerbside waste and recycling collections, community safety, environmental health, housing needs, benefits, leisure and parks, licensing and planning services.

We work in partnership with other local authorities to improve the quality of life for residents but we do not have any control over services which are statutorily provided by other organisations e.g. education, children & adult social care, roads and street lights as they are the responsibility of Hertfordshire County Council. There are also five Town and Parish Councils which operate in some areas of Hertsmere.

Your local Councillors

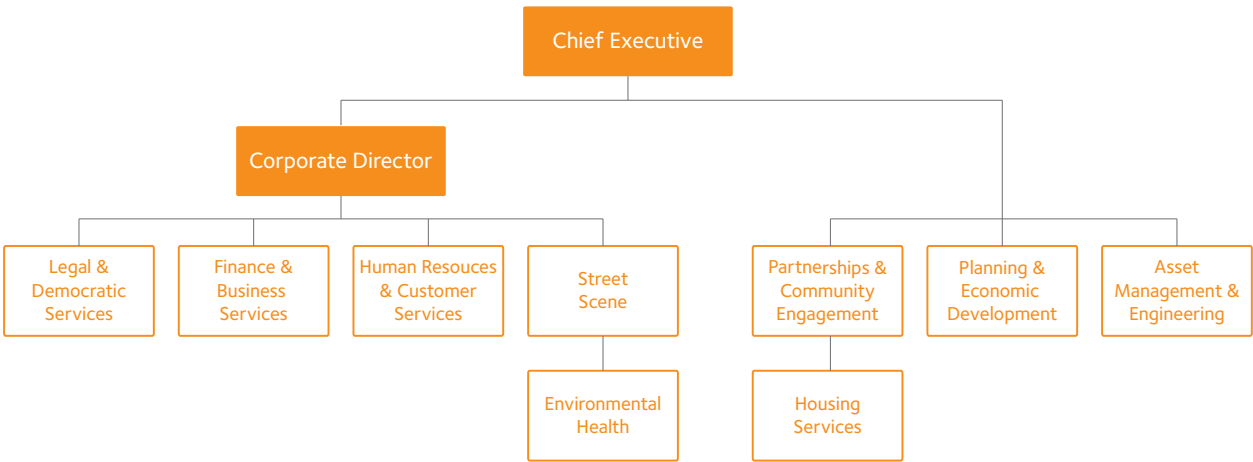
Hertsmere has 39 Councillors in 15 wards who are elected to serve for four years at a time. The number of seats held by political groups is currently:

- Conservative 36
- Labour 2
- Independent 1

Management Structure

Supporting the work of Councillors is the organisational/management structure of the Council headed by the Chief Executive, Donald Graham.

The council is managed by a Chief Executive and a Director. They each have a number of Heads of Service who report to them, covering a variety of areas of business. The Council currently employs approximately 300 people in full and part time roles.



The Council's aim for service provision

Over the last 12 months, the Council has worked hard to achieve the promises it made to the community to deliver our objectives. In delivering these aims, the Council set five corporate priorities which inform the performance targets of all officers of the Council.

The Council's five corporate priorities are:

- **Safer communities** - Contribute to reducing crime levels, combat anti-social behaviour and improve people's feelings of safety
- **Quality environments** - Protect and enhance both the natural and the built environments to ensure clean, green and sustainable places for our residents
- **Healthy, thriving communities** - Improve the health and wellbeing of our communities through the promotion of healthy living initiatives and leisure, sport and cultural opportunities for everyone
- **Economic wellbeing** - Encourage and support activities and opportunities that strengthen the local economy and deliver economic wellbeing to our communities
- **Decent homes** - Improve the quality of housing, promote a balanced housing market and tackle homelessness

The Council's Annual Governance Statement provides further details of the strategies implemented to achieve our objectives.

Our Performance

Non-Financial Performance

Safer Communities

Once again we have provided £128,000 to fund Police Community Support Officers (PCSOs) as part of our commitment to making neighbourhoods safer and to reduce crime and the fear of crime. Our contribution ensures that Hertsmere has the highest number of PCSOs in Hertfordshire.

We continue to work closely with the police and key agencies as part of the Community Safety Partnership. The Partnership carried out on-going community engagement work throughout Hertsmere during the year. In total there were 27 events and initiatives including: Safer Streets, Hertsmere's annual Barn Meet, Community Safety Partnership meetings, Fun in the Park, Christmas crime prevention and beat surgeries.

Quality Environments

A new fully integrated building control service was launched in August and will see seven local authorities across Hertfordshire come together to create an independent company which will provide a more flexible and efficient response to building control issues across the county. The new company, which will be based at the Civic Offices, will become one of the largest enterprises of its kind in the UK. The collaborative venture aims to work with builders, architects and agents to ensure building projects achieve approval with minimum disruption, saving time and money for developers and property owners.

More than 500 children from schools across Borehamwood attended Hertsmere's annual Environmental Health Christmas Fair during December. The Fair, which has been running for over 20 years, teaches children about the impact of noise pollution, and the importance of recycling, exercise and healthy eating through interactive displays.

A major campaign commenced to raise awareness of fly tipping. Hertsmere Borough Council revealed ten of the most 'outrageous' cases of fly tipping in Hertsmere as the number of incidents rose. Since 2010, the number of fly tipping incidents has almost doubled in the borough. In a bid to alert people of the terrible impact on the environment and growing cost to tax-payers, Environmental Health officers listed their most anti-social cases.

Healthy, thriving communities

Early in October, hundreds gathered in Potters Bar for an event to mark 100 years since the fatal Zeppelin crash. More than 750 people visited the exhibition and outdoor film screening about the Luftschiffe 31 Zeppelin, which was organised by Hertsmere Borough Council. Volunteers from Potters Bar Museum, the Battlefields Trust and Great War Society supported the exhibition and the 1372 Elstree and Borehamwood Squadron Air Cadets band performed on the day.

In order to get people moving during the festive season, Hertsmere's interactive dance arch, which tracks your movements and tests your dance skills on a motion camera, was set to play Christmas music for members of the community to dance to. The dance arch which is based in Meadow Park, Borehamwood was installed as a new and innovative way to encourage people of all ages to get outside, move, play, socialise and enjoy Hertsmere's parks.

Economic Wellbeing

Since 2009/10, in addition to allocating annual grant funding of £215,000 to the Citizens Advice Bureau, we have provided a further grant of £37,000 each year to fund a Debt Advisor to ensure residents who are struggling with managing their finances can get appropriate advice and support.

Following Black Friday and Cyber Monday, residents were encouraged to shop locally on Small Business Saturday. Small Business Saturday is a nationwide event that exists to support, inspire and promote small businesses. Hertsmere's Mayor visited a local independent cake maker on the day to show his support and find out how the owners are diversifying and developing their business in Hertsmere.

It was announced in December that businesses can now sponsor a roundabout across the borough, as part of the Council's new enterprising drive. A select number of roundabouts across Hertsmere are available for sponsorship; these roundabouts have been chosen due to their location and high traffic flow rate, making them ideal advertising locations for local businesses.

Decent Homes

To help meet the demand for accommodation in the borough and to build a financially stronger Council, two building projects are welcoming new families.

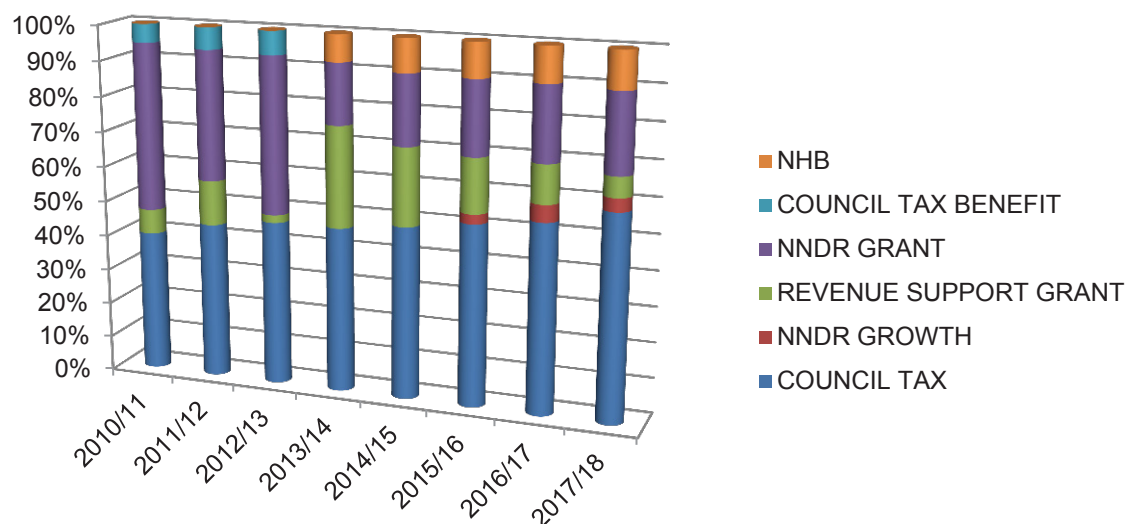
- Two semi-detached two-bedroom houses have been built in Hackney Close, in Borehamwood. The homes, built on a derelict children's playground, will be used as temporary accommodation for people in housing need.
- A terrace of three, two-bedroom houses and a three-bedroom home has been built in Buckingham Road, in Borehamwood, on a council-owned disused garage site. The architecturally innovative homes are in a quiet cul-de-sac with private roof gardens.

In November landlords with properties in Hertsmere gathered to receive advice and guidance on how to support their tenants. Around 35 people attended the Landlords' Forum organised by Hertsmere Borough Council and the National Landlords' Association at the Civic Offices in Borehamwood. Among the topics discussed were the responsibilities of landlords to keep their tenants safe using smoke detectors and misting systems; how to plan and manage property investment; how to tackle recycling, rubbish and noise issues and the rising need for temporary accommodation in the borough.

Financial Performance

Council Funding

In line with the rest of local government, the Council has seen an ongoing reduction in its core funding putting increasing pressure on local council tax.



For Hertsmere this has resulted in a total reduction in central government grant of around £5.4m or 69% with general Government funding now representing just 21% of Hertsmere's overall funding compared to 54% back in 2010/11.

Against this background, the Council continues to lead the way in rising to the financial challenges facing local government by implementing a number of strategies:

- We have adopted a more entrepreneurial approach and focussed on expanding our ability to generate income as well as reducing costs.
- Entering into partnerships with other Councils.
- Looking for commercial opportunities.
- Building new affordable housing for rent to meet local demand.
- Promoting Elstree Film Studios.
- Improving debt collection.
- Establishing our own property development company to take forward developments on Council-owned land.

Financial Management

Revenue outturn

In 2016/17 the budget for the Council's cost of services was set at £11.939 million after funding from reserves. The actual spend for the year is £11.657 million, which has resulted in an overall favourable variance of £0.283 million in line with previous projections, reflecting sound financial management and budgetary control:

FINANCIAL MONITORING POSITION 31-Mar-17 SUMMARY OF PERFORMANCE	PROFILED BUDGET £	ACTUAL SPEND FOR THE YEAR £	SURPLUS / (DEFICIT) £
Planning & Economic Development	1,140,570	1,241,105	(100,535)
Housing Services	711,040	800,826	(89,786)
Environmental Health	1,030,870	1,001,933	28,937
Street Scene Services	4,354,040	4,284,255	69,785
Engineering Services	41,540	43,854	(2,314)
Asset Management	(3,104,760)	(3,167,312)	62,552
Partnership & Community Engagement	2,208,650	2,227,757	(19,107)
Finance & Business Services	2,199,010	2,176,145	22,865
Legal & Democratic Services	1,262,400	1,200,369	62,031
Human Resources & Customer Services	1,099,700	992,779	106,921
Executive Directors	806,120	796,706	9,414
Audit & Assurance	108,270	108,956	(686)
General Expenses	138,850	142,726	(3,876)
Audit Fees, Bank Charges	138,600	137,693	907
Investment Interest	(220,000)	(331,092)	111,092
Central Contingency	25,000	0	25,000
Total Costs	11,939,900	11,656,700	283,200

Reconciliation from the reported underspend for the year to the movement in the General Fund balance.

		£
Financial Monitoring Surplus		283,200
Items not reported in Financial Monitor		
LAMS guarantee write off	4,000	
LEP loan interest	1,726	
Bad Debt Provision	(84,871)	
		(79,145)
Movement on the General Fund balance		204,055

Reconciliation from the reported spend for the year to the Expenditure and Funding analysis – Net General Fund Expenditure (page 25):

Service	Revenue Outturn	Bad Debts	Other movements post outturn	Trading Account Recharges	Contribution (to) / from earmarked reserves reflected in outturn	Shown below net cost of services	EFA Column 1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	(3,167)	37	599	-	(478)	(261)	(3,270)
Audit & Assurance	109	-	-	-	-	-	109
Corporate Management	797	-	-	(16)	28	-	809
Engineering Services	44	-	(77)	-	424	-	391
Environmental Health	1,002	2	-	-	(95)	-	909
Finance & Business Services	2,176	3	-	(24)	(2)	-	2,153
General Expenses	280	-	-	(2)	38	-	316
Housing Services	801	27	(4)	-	90	-	914
Human Resources & Customer Services	993	-	-	(12)	51	-	1,032
Legal & Democratic Services	1,200	-	-	(1)	(60)	-	1,139
Partnership & Community Engagement	2,228	-	(743)	-	(137)	-	1,348
Planning & Building Control	1,241	16	-	-	221	(11)	1,467
Street Scene Services	4,284	-	(35)	55	(923)	-	3,381
Investment Interest	(331)					331	-
	11,657	85	(260)	-	(843)	59	10,698

Capital outturn

The Council spent £3.146 million on capital expenditure during 2016/17 and is committed to spending a total of c£6.005m over the remaining 3 year programme. The outstanding major capital commitments include car park resurfacing, development of housing, disabled facilities grants, investment in recycling and refuse equipment and the Newberries development.

FINANCIAL MONITORING POSITION 31-Mar-17	2015-16 £	2016-17 £
SUMMARY OF CAPITAL SPEND		
Asset Management	729,504	1,408,942
Planning & Building Control	-	10,500
Environmental Health	329,499	732,969
Street Scene Services	865,386	911,734
Finance And Business Services	27,012	67,254
Human Resources & Customer Services	-	14,880
Total Capital Expenditure	1,951,401	3,146,279
FUNDING SOURCES		
Usable Capital Receipts	701,645	542,254
Reserves	662,748	1,095,098
Grants	329,499	773,609
S106	257,509	706,173
Revenue	-	29,145
Total Funding Sources	1,951,401	3,146,279

Economic climate

The strong economic growth experienced from 2013 to 2015 fell away during 2016 and is expected to continue on this downward trend over the next year. The UK GDP growth announced in the Autumn Statement now predicts a significantly lower level for growth in 2017/18 of just 1.3% compared to the previous year's forecast of 2.4%. Forecasts for growth over the next three years are now also slightly lower than had been the case a year ago. With growth forecast now considerably lower than had previously been the case, it was therefore not surprising that the Chancellor announced changes to fiscal policy, in particular that a budget surplus was no longer a target for this Parliament.

Since 2010 Hertsmere Borough Council has faced severe financial pressures due to the government austerity agenda. This is still ongoing and is expected to last until 2019/20 at the very least. When considered alongside the triggering of Article 50 on the 29 March (which means Britain should officially leave the EU no later than April 2019), this macro-economic and political volatility is likely to continue to cause uncertainty around public sector budgets.

The Comprehensive Spending Review 2015, announced as part of the Chancellor's Autumn Statement on 25 November 2015, set out the strategic direction of travel for public expenditure. It included the announcement of the complete phasing out of the Revenue Support Grant (RSG) by 2019/20.

Other more recent announcements affecting local government finances include:

- Full localisation of business rates from 2019/20, which will see the whole of the revenue from non-residential property levy devolved to local government, with authorities retaining all the growth. This will likely come with additional responsibilities (Housing Benefit Administration, Public Health, and Attendance Allowance).
- There was a Business Rates revaluation on 1 April 2017.
- The New Homes Bonus (NHB) funding pot is set to decrease by £800m nationally and will see the NHB payments reduce from six years to four years, phased over two years from 2017/18.
- Plans set out by the Communities' Secretary in December 2016 will allow Councils (with Social Care responsibilities) to raise an extra 3% from their local population this year (2017/18) and 3% next year (2018/19) to fund social care, bringing forward planned increases of 2% a year. This is on top of the 1.99% increase allowable to fund general expenditure.
- District Councils can increase Council Tax by up to £5 or 2% which-ever is greater.

Finance Strategy

The Finance Strategy is reviewed and updated annually to assist the Corporate Director in planning the Council's financial resources in the short to medium term (3 to 5 years) with a view to deliver the Council's service priorities. It also sets out the framework and principle on which the Council plans and manages its finances. As such it forms an integral part of the Council's Budget and Policy framework.

The strategy also takes into account the national and regional context and links those with the Council's corporate goals and priorities. The Strategy has been updated to reflect ongoing reductions in Government funding and the other financial pressures noted in this statement.

Corporate Risks

As set out in the Annual Governance Statement, the Council routinely identifies, monitors and reports its risks to the Corporate Governance Group and the Audit Committee. The process of managing these risks not only controls the threats but also provides a means to identify and respond to opportunities.

The strategic risks that have been considered by the Corporate Governance Group and the Audit Committee are those that can affect the delivery of the Council's corporate goals and that relate to significant change projects.

Key corporate strategic risks include:

- Impact of Housing & Planning Act
- Cyber Risks
- Newberries Car Park development scheme
- Establishment of a Development Company
- Community Infrastructure Levy (CIL)
- External Financial Pressures
- Workforce Capacity
- Business Continuity Management
- Data Protection
- Elstree Way Corridor

- Affordable Social Housing
- Collection of Housing Benefit Overpayments
- Future development plans for Elstree Film Studios

The Council Finances

The General Fund

The Council maintains an unallocated reserve, the General Fund. The maintenance of such a fund is necessary to cover both planned and unforeseen expenditure and to provide adequate levels of reserves for the Council's operations. At 31 March 2017 the balance on the General Fund is £26.690 million (2015/16 £24.557 million) - out of this £26.690m, £7.902m is held as a contingency for unforeseen events and £18.788m has been earmarked for specific projects.

Members of the Council make every effort to maintain levels of service provision and periodically consult residents on their priorities for spending. Historically, levels of investment income provided a useful supplement to the basic budget for service provision. However, in addition to experiencing reductions in grant funding, the Council has for some years now been unable to rely on such levels of investment income given the returns available on investments that it is prudent for the Council to make; nor can it compensate for losses in grant income simply by increasing fees and charges. It is therefore vital that robust levels of reserves are maintained in order to safeguard services.

Earmarked reserves

Earmarked reserves are funds generated through the revenue account that have been specifically set aside for future revenue and capital projects. The Council has once again been able to make good use of its earmarked reserves by using them to help pay for the shortfalls in income, and redirecting those that were reserved for projects no longer required or considered a priority. During the year a net £1.929 million was transferred to Earmarked reserves. Total funds earmarked for future use at 31 March 2017 were £18.788 million. The breakdown of this sum is provided at note 29.

Capital expenditure programme and associated financing

During the year the Council incurred expenditure of £3.146 million on capital projects, which can include anything from the purchase or replacement of vehicles and equipment to the refurbishment of existing assets. The most significant projects undertaken during the year included the construction of new housing for rent at Buckingham Road and Hackney Close, Bushey Splashpark facilities and the refurbishment of the Civic Offices car park. The contaminated area of land behind the Studios, covering nearly 4 acres, has now been cleared and the way is open to build new revenue-enhancing facilities.

The Council also generated capital receipts of £0.861 million through mortgage repayments and Right to Buy sales of properties previously owned by the Council but transferred to local Housing Associations. The receipts went into the usable capital receipts reserve and will be used for future capital projects. Usable capital receipts available for such projects totalled £6.585 million at the balance sheet date.

At that date the Council was committed to capital spending of £6.005 million; it is anticipated that £3.217 million of this sum will be funded through earmarked reserves or capital grants. Significant work will continue on a wide range of community facilities, the resurfacing of several car parks, the purchase of new street scene vehicles and the development of housing for affordable rents on Council-owned land.

Funds have also been committed for further structural repairs and refurbishment of the Council's many properties including the civic offices and the Council has set in motion plans to establish a wholly owned

property development company – for the purpose of revenue generation, to promote mixed use development and utilisation of Council owned surplus sites.

Further analysis of the projects carried out during the year and those committed for the future, together with details of the associated funding, can be seen in note 16 to the accounts.

Pension fund liability

The Council's net pension fund deficit has increased over the last year, from £32.562 million to £38.215 million due mainly to a reduction in the net discount rate used to calculate pension liabilities and the effect of the 2016 Pension Fund valuation. The value of assets held within the scheme increased from £70.991 million to £81.615 million whilst the liabilities have increased from £103.553 million to £119.830 million. It should be noted that movements on the pension fund liability are not taken to the General Fund, which is only charged with pension fund contributions actually paid by the Council. Instead they are charged or credited to the Pensions Reserve (see note 28 to the accounts) which absorbs the differences between accounting adjustments and actual charges in accordance with statute.

It is important to recognise that the pension fund liability reflects the outlook using assumptions which cover an extremely long term. The net liability reflects the valuation of assets which themselves can be subject to wide fluctuations over the long term. In common with other employers who participate in the scheme, the Council will continue to fund the scheme at the rate recommended by the actuary to enable the scheme to meet its obligations.

The last triennial valuation of the fund was carried out as at 31 March 2016 and the results were incorporated in the actuary's report, with assumptions updated where appropriate.

Significant changes to provisions

The Council's accounts include its share of the provision in respect of the cost of successful appeals against valuations for business rates (see note 25). At 31 March 2016 the Council's share stood at £2.335 million and after taking into account the sums utilised in 2016/17, the provision fell to £1.201 million at 31 March 2017. In estimating the amount required for the provision, the Council no longer takes into account amounts at risk of going to appeal in future because recent government legislation has ensured that such appeals will not be backdated to earlier years if successful.

The Council's accounting policies

The Council has restated comparative information as at 31 March 2016 to reflect interests it had acquired in 2015/16 in S106 affordable housing properties in lieu of a cash receipt. This interest (£1.974m) was initially recognised in the balance sheet as Property, Plant and Equipment with the opposite entry credited as income in the Taxation and Non-Specific Grant Income and Expenditure line in the Comprehensive Income and Expenditure Statement. These entries were subsequently reversed via the Movement in Reserves and replaced with a long term debtor (non-current assets) and matched with a deferred capital receipt (unusable reserves). At this date, as none of the interest had been realised there was no increase in the Council's usable reserves.

The Council reviews its accounting policies each year and implements any changes necessary to ensure that it complies with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. The most noteworthy changes within the 2016/17 Code relates to changes introduced to improve the presentation of Local Authority Financial Statements.

CIPFA/LASAAC has been working on a project for the last couple of years to both streamline the financial statements and improve their accessibility to the user. To support the simplification of Local Authority Financial Reporting CIPFA published a Good Practice Guide ("Telling the Story") for Local Authorities to assist CFOs in removing clutter and explaining the IFRS based accounts.

The 2016/17 Code includes changes resulting from the “Telling the Story review” on improving the presentation of local authority financial statements. These include new formats and reporting requirements for the Comprehensive Income & Expenditure Account (CIES), Movement in Reserves Statement (MIRS) and the introduction of an Expenditure and Funding Analysis (EFA).

Statement of Accounts

The Council’s financial statements for the year ended 31 March 2017 are set out following this narrative statement in pages 28 to 136. Where appropriate, figures for 2015/16 are also shown to enable comparisons between the two years.

Under provisions contained in the Local Audit and Accountability Act 2014 and the Accounts and Audit Regulations 2015, the Statement of Accounts for 2016/17 has been made available for inspection. In addition to this report, the Council is required to meet certain statutory requirements. Details of these responsibilities and the officer responsible are disclosed in the Statement of Responsibilities.

Summary Position

Despite the economic pressures both locally and nationally, the Council’s financial and non-financial performance in 2016/17 was once again strong. The revenue outturn of £11.657 million is in line with expectations and the capital investment of £3.146 million has included investment in recycling equipment, car park resurfacing plus the provision of affordable housing at Buckingham Road and Hackney Close.

The total reserves earmarked for future initiatives stands at £18.788 million and general balances have risen by 2% to £7.902 million in line with inflation. The current levels of General Fund Reserves provide sufficient resilience in the event of unforeseen events.

In 2016/17 the Council managed a challenging funding settlement and this trend is expected to continue through to 2019/20 as the government scales back support in the form of grant. As well as the balances noted above the Council continues to identify efficiencies wherever possible and further investment in capital projects is expected to generate additional income to allow the Council to become self-sufficient.

Together with strong governance and financial reporting procedures the Council is well placed to meet the challenges for 2017/18 and beyond.

The Core Financial Statements

Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Council, analysed into ‘usable reserves’ (i.e., those that can be applied to fund expenditure or reduce local taxation) and other reserves. The Total Comprehensive Income and Expenditure shows the true economic cost of providing the Council’s services. These are different from the statutory amounts required to be charged to the General Fund for council tax setting purposes, which is arrived at by combining the Total Comprehensive Income and Expenditure with the Adjustments between accounting basis and funding basis under regulations.

The 2016/17 Code has removed the lines for earmarked reserves and their transfers, as the earmarking of reserves has no formal status in financial reporting or statute for local government and as such the earmarking process does not take funds out of the General Fund.

Further analysis of the General Fund is disclosed in the notes to the accounts. The Surplus or Deficit on the Provision of Services line has been removed from the MIRS and is now incorporated in the Total Comprehensive Income and Expenditure line.

Comprehensive Income & Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Councils raise taxation to cover expenditure in accordance with regulations; 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 values as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories. The first category of reserves is usable reserves, i.e., those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example, the Capital Receipts Reserve may only be used to fund capital expenditure or repay debt).

The second category of reserves comprises those that the Council is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to fund 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 cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

The amount of cash flows arising from operating activities is a key indicator of the extent to which the operations of the Council are funded by way of taxation and grant income or from the recipients of services provided by the Council. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council.

Supplementary Statements

The Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows for each of the Council's services:

- The amount spent under the Council's rules for monitoring expenditure against the funding in the annual budget for the General Fund shown as Net General Fund Expenditure in the Expenditure and Funding Analysis
- The resources actually consumed in the year as measured by proper accounting practices in the Comprehensive Income and Expenditure Statement shown as Amounts included in the Comprehensive Income and Expenditure Statement in the Expenditure and Funding Analysis

The reasons for differences between the two amounts for each service are explained in the tables following the Expenditure and Funding Analysis (Note to the Expenditure and Funding Analysis).

The Collection Fund

The Collection Fund is an agent's statement that reflects the statutory obligation for billing authorities (i.e., those that raise bills for council tax and business rates) to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers and distribution to local authorities and the government of council tax and business rates.

Group Accounts

These show the consolidated position of the Council with its 100% owned subsidiary Elstree Film Studios Limited. Group accounts are presented, in addition to the Council's single entity statements, in order to provide a full picture of the Council's economic activities and financial position. The Group Accounts comprise:

- Group Movement in Reserves Statement;
- Group Comprehensive Income and Expenditure Statement;
- Group Balance Sheet;
- Group Cash Flow Statement.

These statements, together with explanatory notes and accounting policies, are set out on pages 96 to 104.

The Expenditure and Funding Analysis is a note to the Financial Statements, however it is positioned here as it provides a link between the figures reported in the Narrative Statement and the CIES.

Expenditure and Funding Analysis						
	2016/17			2015/16		
	Net General Fund Expenditure £000	Adjustments between funding and Accounting Basis (Note 13)	Amounts included in the Comprehensive Income and Expenditure Statement £000	Net General Fund Expenditure £000	Adjustments between funding and Accounting Basis (Note 13)	Amounts included in the Comprehensive Income and Expenditure Statement £000
Asset Management	(3,270)	5,739	2,469	(2,833)	4,222	1,389
Audit & Assurance	109	-	109	111	-	111
Corporate Management	809	(49)	760	629	(5)	624
Engineering Services	391	(6)	385	386	19	405
Environmental Health	909	(59)	850	897	(8)	889
Finance & Business Services	2,153	(26)	2,127	1,813	93	1,906
General Expenses	316	18	334	362	22	384
Housing Services	914	681	1,595	947	356	1,303
Human Resources & Customer Services	1,032	(53)	979	1,045	7	1,052
Legal & Democratic Services	1,139	(47)	1,092	1,186	(6)	1,180
Partnership & Community Engagement	1,348	910	2,258	1,489	35	1,524
Planning & Building Control	1,467	(53)	1,414	859	71	930
Street Scene Services	3,381	535	3,916	3,546	648	4,194
	10,698	7,590	18,288	10,437	5,454	15,891
Other Income and Expenditure	(12,831)	(8,722)	(21,553)	(11,107)	(5,159)	(16,266)
(Surplus) / deficit on the Provision of Services	(2,133)	(1,132)	(3,265)	(670)	295	(375)
Opening Balance on General Fund	24,557			23,887		
Surplus / (Deficit) for Year	2,133			670		
Closing Balance on General Fund	26,690			24,557		

Note to the Expenditure and Funding Analysis					
Adjustments to General Fund to add Expenditure or Income not Chargeable to Taxation and Remove items which are only Chargeable under Statute - 2016/17					
	Adjustments Relating to the Use of Non-Current Assets £000	Adjustments Relating to Employee Benefits £000	Other Adjustments £000	Total Adjustments £000	
Asset Management	5,309	(22)	452	5,739	
Audit & Assurance	-	-	-	-	
Corporate Management	-	(45)	(4)	(49)	
Engineering Services	26	(33)	1	(6)	
Environmental Health	5	(67)	3	(59)	
Finance & Business Services	119	(144)	(1)	(26)	
General Expenses	19	-	(1)	18	
Housing Services	-	(31)	712	681	
Human Resources & Customer Services	26	(80)	1	(53)	
Legal & Democratic Services	-	(48)	1	(47)	
Partnership & Community Engagement	957	(43)	(4)	910	
Planning & Building Control	46	(99)	-	(53)	
Street Scene Services	602	(198)	131	535	
Net Cost of Services	7,109	(810)	1,291	7,590	
Other Income and Expenditure	-	1,093	(9,815)	(8,722)	
Adjustments between funding and accounting basis	7,109	283	(8,524)	(1,132)	

Note to the Expenditure and Funding Analysis				
Adjustments to General Fund to add Expenditure or Income not Chargeable to Taxation and Remove items which are only Chargeable under Statute - 2015/16				
	Adjustments Relating to the Use of Non-Current Assets £000	Adjustments Relating to Employee Benefits £000	Other Adjustments £000	Total Adjustments £000
Asset Management	3,868	(3)	357	4,222
Audit & Assurance	-	-	-	-
Corporate Management	-	(8)	3	(5)
Engineering Services	26	(6)	(1)	19
Environmental Health	5	(12)	(1)	(8)
Finance & Business Services	119	(25)	(1)	93
General Expenses	19	-	3	22
Housing Services	-	(6)	362	356
Human Resources & Customer Services	26	(16)	(3)	7
Legal & Democratic Services	-	(8)	2	(6)
Partnership & Community Engagement	38	(8)	5	35
Planning & Building Control	46	(17)	42	71
Street Scene Services	441	(35)	242	648
Net Cost of Services	4,588	(144)	1,010	5,454
Other Income and Expenditure	-	1,153	(6,312)	(5,159)
Adjustments between funding and accounting basis	4,588	1,009	(5,302)	295

Movement in Reserves

2015/16	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (Note 29)	Unusable Reserves (Note 30)	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2015	23,887	6,284	626	30,797	64,425	95,222
Total comprehensive income and expenditure	375	-	-	375	14,795	15,170
Adjustments between accounting basis and funding basis under regulations (note 13)	295	(17)	299	577	(577)	-
Total Increase / (decrease) during the year	670	(17)	299	952	14,218	15,170
Balance at 31 March 2016	24,557	6,267	925	31,749	78,643	110,392

2016/17	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (Note 29)	Unusable Reserves (Note 30)	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2016	24,557	6,267	925	31,749	78,643	110,392
Total comprehensive income and expenditure	3,265	-	-	3,265	18,558	21,823
Adjustments between accounting basis and funding basis under regulations (note 13)	(1,132)	318	3,907	3,093	(3,093)	-
Total Increase / (decrease) during the year	2,133	318	3,907	6,358	15,465	21,823
Balance at 31 March 2017	26,690	6,585	4,832	38,107	94,108	132,215

Comprehensive Income & Expenditure Statement (Restated)

		2015/16				2016/17
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
5,763	(4,374)	1,389	Asset Management	7,264	(4,795)	2,469
111	-	111	Audit & Assurance	109	-	109
624	-	624	Corporate Management	760	-	760
662	(257)	405	Engineering Services	720	(335)	385
1,210	(321)	889	Environmental Health	1,187	(337)	850
44,443	(42,537)	1,906	Finance & Business Services	43,085	(40,958)	2,127
491	(107)	384	General Expenses	451	(117)	334
2,301	(998)	1,303	Housing Services	2,641	(1,046)	1,595
1,324	(272)	1,052	Human Resources & Customer Services	1,263	(284)	979
1,584	(404)	1,180	Legal & Democratic Services	1,682	(590)	1,092
1,719	(195)	1,524	Partnership & Community Engagement	2,581	(323)	2,258
2,056	(1,126)	930	Planning & Building Control	2,524	(1,110)	1,414
6,980	(2,786)	4,194	Street Scene Services	7,222	(3,306)	3,916
69,268	(53,377)	15,891	Net cost of services	71,489	(53,201)	18,288

Comprehensive Income & Expenditure Statement

2015/16		Note	2016/17
Net (Income)			Net (Income)
/ Expenditure			/ Expenditure
£'000			£'000
	Other operating income and expenditure:		
(582)	(Surplus)/deficit on disposal of property, plant and equipment		(761)
942	Parish precepts		1,134
360			373
	Finance and investment income and expenditure		
39	Interest payable and similar charges		20
(397)	Interest receivable and similar income		(351)
(62)	(Increase)/decrease in fair value of investment property	19	(383)
(366)	Rental income from investment property	19	(453)
2	Impairment/(reversal of impairment) to financial assets		-
(70)	(Surpluses)/deficits on trading undertakings not included in net cost of services	7	(19)
1,153	Net interest cost on the defined benefit pension liability	28	1,093
299			(93)
	Taxation and non-specific grant income:		
(7,311)	Council tax income	8	(7,752)
(2,838)	Non-domestic rates income and expenditure	8	(4,519)
(3,916)	Non-ring-fenced government grants	8	(3,611)
(886)	Recognised capital grants and contributions	8	(5,387)
(1,974)	Donated assets	6/8	(564)
(16,925)			(21,833)
(375)	(Surplus)/Deficit for the year on Provision of Services		(3,265)
	Items that will not be reclassified to the (Surplus) or Deficit on the Provision of Services		
(9,096)	(Surplus) arising on the revaluation of property, plant and equipment	15/18/30	(23,928)
(5,699)	Remeasurement of the net defined pension liability	28	5,370
(14,795)	Other Comprehensive Income and Expenditure		(18,558)
(15,170)	Total Comprehensive Income and Expenditure		(21,823)

Balance Sheet (Restated)

1 Apr 2015 £'000	31 Mar 2016 £'000		Note	31 Mar 2017 £'000
		Non-Current Assets:		
100,874	105,624	Property, plant and equipment	15	124,138
1,220	1,358	Heritage assets	18	1,335
6,390	7,502	Investment property	19	8,673
615	458	Intangible assets	20	300
2,949	4,491	Debtors receivable after one year	6 / 21	2,958
2	20	Investments	22	20
112,050	119,453	Total non-current assets		137,424
		Current Assets:		
79	82	Inventories		81
3,891	4,049	Debtors	21	6,092
20,019	30,069	Investments	22	46,084
17,544	11,801	Cash and cash equivalents	23	3,178
41,533	46,001	Total current assets		55,435
153,583	165,454	Total assets		192,859
		Current Liabilities:		
13,106	10,654	Creditors	24	13,332
1,974	829	Provisions	25	416
15,080	11,483	Total current liabilities		13,748
138,503	153,971	Total assets less current liabilities		179,111
		Non-Current Liabilities:		
4,207	7,793	Capital grants received in advance	26	7,801
37,253	32,562	Liability related to defined benefit pension scheme	28	38,215
1,821	1,623	Other liabilities	24	-
-	1,601	Provisions	25	880
43,281	43,579	Total non-current liabilities		46,896
95,222	110,392	Net assets		132,215

1 Apr 2015 £'000	31 Mar 2016 £'000		Note	31 Mar 2017 £'000
		Financed by:		
		Usable Reserves		
23,887	24,557	General Fund	29	26,690
6,284	6,267	Capital receipts reserve	29	6,585
626	925	Capital grants unapplied account	29	4,832
30,797	31,749	Total usable reserves		38,107
		Unusable Reserves		
32,825	40,920	Revaluation reserve	30	62,808
66,344	68,086	Capital adjustment account	30	65,948
-	1,974	Deferred capital receipts	6 / 30	2,447
2,612	333	Collection fund adjustment account	30	1,215
(37,253)	(32,562)	Pension reserve	30	(38,215)
(103)	(108)	Accumulated absences account	30	(95)
64,425	78,643	Total unusable reserves		94,108
95,222	110,392	Total reserves		132,215

This Statement of Accounts, which replaces the unaudited Statement of Accounts issued on 15 May 2017, was authorised for issue on 31 July 2017.

Sajida Bijle
Corporate Director



Cllr A Sachdev
Chairman of the Audit Committee



Cash Flow Statement (Restated)

2015/16 £'000		Note	2016/17 £'000
375	Surplus for the year on the provision of services		3,265
4,506	Adjustments to surplus on the provision of services for non-cash movements	31	6,410
(1,572)	Adjustments for items included in the surplus on the provision of services that are investing and financing activities	31	(6,158)
3,309	Net cash inflow from operating activities		3,517
	Investing Activities:		
(1,659)	Purchase of property plant and equipment, investment property and intangible assets		(1,841)
(30,020)	Purchase of short-term and long-term investments		(46,000)
-	Other payments for investing activities		(107)
	Proceeds from the sale of non-current assets:		
898	Property plant and equipment		279
20,000	Proceeds from the redemption of short-term and long-term investments		30,000
4,445	Grants received towards the purchase of property plant and equipment		5,307
-	Other receipts from investing activities		143
(6,336)	Net cash outflow from investing activities		(12,219)
	Financing Activities:		
(194)	Loan from Local Enterprise Partnership		(808)
(2,522)	Cash inflow from agency arrangements for the collection of NNDR and council tax		887
(2,716)	Net cash inflow / (outflow) from financing activities		79
(5,743)	Net decrease in cash and cash equivalents		(8,623)
17,544	Cash and cash equivalents at the beginning of the reporting period		11,801
11,801	Cash and cash equivalents at the end of the reporting period		3,178
	Cash & cash equivalents comprise:		
11,801	Cash at bank and in hand and call deposits	23	3,178
11,801	Cash and cash equivalents at the end of the reporting period		3,178

Notes to the Accounts

1. Accounting Policies

Basis of Preparation

The Statement of Accounts summarises the Council's performance for the financial year 2016/17 and its position as at 31 March 2017. The principal accounting policies applied in the preparation of the Council's accounts are set out below.

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 ('the Code') as issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), the Service Reporting Code of Practice 2016/17 ("SeRCOP") and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. The Code is based on approved accounting standards issued by the International Accounting Standards Board (IASB) and interpretations of the International Financial Reporting Interpretations Committee (IFRIC), except where these are inconsistent with specific statutory requirements.

The accounts have been prepared under the historical cost convention, as modified for the revaluation of certain non-current assets. The Statement of Accounts has been prepared on a going concern basis.

The accounting policies are reviewed regularly to ensure that they remain the most appropriate to the Council's particular circumstances. Any change to the accounting policies will only be made if it is judged that the new policy will result in the accounts providing reliable and more relevant information about the Council's financial position or if the change is required by the Code.

Revenue Recognition

Revenue is measured at fair value of the consideration received or receivable on an accruals basis in the period in which the supply or service is delivered by the Council. Revenue includes fees, charges, rents and any other income receivable by the Council for services provided; and excludes any discounts, refunds and value added tax. Council Tax is measured at the full amount receivable (net of any impairment losses).

Property, Plant and Equipment

Basis of Recognition

The cost of an item of property, plant and equipment is recognised (and hence capitalised) on the Council's Balance Sheet provided that the asset yields benefits to the Council, and the service it provides is for a period of more than one year. However, due to the high administrative burden that would be required if all such items were included on the asset register, a de-minimis level has been set to determine which items will be capitalised and which will be expensed in the Surplus or Deficit on the Provision of Services. The de-minimis level is applied against the collective total of project costs except for items of Vehicles, Plant & Equipment which are measured on an individual item basis

Asset Category:	De-minimis level:
Other land & buildings	£5,000
Vehicles, plant, furniture & equipment	£5,000
Infrastructure assets	£5,000
Community assets	£1,000

Where an item of Property, Plant and Equipment has major components, the cost of which is significant in relation to the total cost of the item, the components are depreciated separately. Where such components have significantly different asset lives, the depreciation is charged over the useful economic life of each component. Where a component is replaced or restored (i.e. enhancements) the carrying amount of the old component is derecognised and the cost of the new component is reflected in the carrying amount of the asset.

Measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at cost and capitalised on an accruals basis. The cost of an asset comprises all expenditure directly attributable to bring the asset into working condition for its intended use. Assets are subsequently valued using the following basis and are carried net of accumulated depreciation and impairment.

Asset Category:	Basis of Valuation:
Other land & buildings	Current value (Existing use) except in the case of specialised assets where depreciated replacement cost is used
Vehicles, plant & equipment	Depreciated Historical Cost
Infrastructure assets	Depreciated Historical Cost
Community assets	Depreciated Historical Cost
Assets under construction	Historical Cost

In the case of specialised assets, depreciated replacement cost is established using the modern equivalent asset methodology, which provides the current cost of replacing an asset with its modern equivalent, less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation.

The Council ensures that the carrying amount of items of property (and other land and buildings, see note 15) does not differ materially from that which would be determined using current value at the end of each reporting period. Such items are grouped for valuation purposes in a manner which ensures that each asset is revalued in full at least every three years. All assets are reviewed annually for evidence of material changes in current value.

Increases and decreases on revaluation

An increase in the carrying amount of an asset arising on revaluation is credited to the Revaluation Reserve unless the increase is reversing a previous revaluation decrease charged to the Surplus or Deficit on the Provision of Services on the same asset or reversing a previous impairment loss (see below) charged to the Surplus or Deficit on the Provision of Services on the same asset.

The reversal of an impairment loss previously recognised in Surplus or Deficit on the Provision of Services shall not exceed the increase that would reinstate the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. Any excess above the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years is treated as a revaluation gain and charged to the Revaluation Reserve.

A decrease in the carrying amount of an asset arising on revaluation is charged to the Revaluation Reserve up to the value of the credit balance existing in respect of the asset and thereafter in the Surplus or Deficit on the Provision of Services.

Depreciation

Items of property, plant and equipment (other than land, community assets to be held in perpetuity and having no determinable useful life and assets under construction) are depreciated over their expected useful economic lives on a straight line basis over the following number of years:

Asset Category:	Depreciation Basis:
Infrastructure Assets	Up to 20 Years
Other Land & Buildings	Up to 50 Years
Vehicles, Plant & Other Equipment	3 to 14 Years

Impairment

The Council's assets are reviewed for any evidence of impairment (e.g., a significant decline in the asset's carrying amount which is specific to the asset, obsolescence or damage) at each balance sheet date. Any impairment loss is charged to the Revaluation Reserve up to the value of the credit balance existing in respect of the asset and thereafter in the Surplus or Deficit on the Provision of Services.

Disposals

On disposal of assets the difference between the net disposal proceeds after any fees and the carrying amount of the asset is included in the Comprehensive Income & Expenditure Statement. However such a gain or loss on de-recognition is not deemed a proper credit or charge in the General Fund and is subsequently reported in the Movement in Reserves Statement with an amount equal to the net disposal proceeds being credited to the Capital Receipts Reserve and an amount equal to the carrying amount of the asset being charged to the Capital Adjustment Account.

Charges to the Comprehensive Income & Expenditure Statement for the Use of Assets

Service revenue accounts, support services and trading accounts are charged with the real cost of utilising assets through depreciation, revaluation and impairment losses as disclosed above. However local government statute does not require the council to raise council tax to cover these charges and they are subsequently transferred from the General Fund to the Capital Adjustment Account and reported in the Movement in Reserves Statement.

Heritage assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. Such assets are recognised and measured (including the

treatment of revaluation gains and losses) in accordance with the Council's accounting policies for property, plant and equipment. However, some of the measurement rules are relaxed when the Council is of the view that to obtain a valuation of the asset would involve a cost disproportionate to the benefit of the user of the accounts.

Heritage assets are not subject to depreciation except where it has been determined that they have a finite useful life. The carrying amounts of such assets are reviewed when there is evidence of impairment and any such impairment is recognised and measured in accordance with the Council's accounting policies for property, plant and equipment.

The proceeds of disposal of heritage assets are accounted for in accordance with the Council's accounting policies for property, plant and equipment.

Investment Property

Properties that are held solely for the purpose of earning rentals, for capital appreciation or for both purposes are classified as investment properties. Where part of an investment property is replaced, the carrying amount of the part which is replaced is derecognised and the cost of the new part is reflected in the carrying amount of the asset.

Investment properties are initially recognised at cost and are subsequently measured at fair value (market value) at the balance sheet date. A gain or loss arising from a change in the fair value of an investment property is recognised in the Comprehensive Income & Expenditure Statement. On disposal of an investment property the difference between the net disposal proceeds and the carrying amount of the property is included in the Comprehensive Income & Expenditure Statement. However such a gain or loss on de-recognition is not a proper credit or charge in the General Fund and is subsequently reported in the Movement in Reserves Statement with an amount equal to the net disposal proceeds being credited to the Capital Receipts Reserve and an amount equal to the carrying amount of the asset being charged to the Capital Adjustment Account. Investment properties are not subject to depreciation.

Intangible Assets

Intangible assets are identifiable non-monetary assets without physical substance. They are recognised only where it is probable that expected future benefits attributable to the asset will flow to the Council. They are measured initially at cost and subsequently at amortised cost. Subsequent expenditure that does not enhance the asset is charged to Surplus or Deficit on the Provision of Services when incurred. The depreciable amount of an intangible asset with a finite useful life is amortised on a systematic basis over its useful life, beginning when the intangible asset is available for use.

Internally generated intangible assets

Internally generated assets are recognised only if all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or for sale.
- the intention to complete the intangible asset and use it.
- the ability to sell or use the intangible asset.
- how the intangible asset will generate probable future economic benefits or service potential.
- the availability of adequate technical, financial and other resources to complete the intangible asset and to use or sell the intangible asset.
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Software

Software which is integral to the operation of hardware e.g. an operating system is capitalised as part of the relevant item of property, plant and equipment. Software which is not integral to the operation of hardware e.g. application software, is capitalised as an intangible asset. All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Council.

Revenue Expenses Funded by Capital Under Statute

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

Grants and Other Contributions

There are several instances whereby the Council may receive a grant or contribution towards expenditure from central government or other bodies. Where there is reasonable assurance that the grants or contributions will be received and that the Council will comply with the conditions attached to them, grants and contributions which relate to both revenue and capital expenditure are accounted for on an accruals basis and recognised immediately in the Comprehensive Income and Expenditure Statement as income as follows:

- Specific Revenue Grants
Specific revenue grants are credited to service revenue accounts, support services, trading accounts and corporate accounts
- General Revenue Grants
General revenue grants, such as the Revenue Support Grant (RSG), are credited after net operating expenses
- Capital Grants and Contributions
- Capital grants and contributions relate to specific capital expenditure. Where assets are capitalised, the associated grants and contributions are credited to the Comprehensive Income and Expenditure Statement after net operating expense

The receipt of a capital grant or contribution is not a proper credit to the General Fund and where such a grant or contribution has been recognised as income in the Comprehensive Income and Expenditure Statement and the expenditure to be financed from that grant or contribution has been incurred at the Balance Sheet date, the grant or contribution is transferred from the General Fund to the Capital Adjustment Account. This transfer is reported in the Movement in Reserves Statement.

Section 106

Capital contributions received under Section 106 are recognised on receipt as a liability and are released to the Comprehensive Income and Expenditure Statement following the completion of off-site facilities related to the development in question. For contributions received in lieu of a cash receipt a debtor is recognised and matched by a deferred capital receipt.

Community Infrastructure Levy

The Community Infrastructure Levy (CIL) was introduced by the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 and is a discretionary charge which relevant local authorities are

empowered to charge on new development in their area. CIL charges will be based on a formula which relates the charge to the size of the development. Income from CIL charges, with the exception of amounts applied in accordance with the CIL regulations to meet administrative expenses, must be applied to fund infrastructure to support the development of the area.

Where CIL charges to be applied to fund capital expenditure have been received prior to the commencement date for the chargeable development, the CIL charges are transferred from the General Fund to the Capital Grants Unapplied Account until such a time that the charges are applied to capital expenditure. When CIL charges have been applied to fund capital expenditure, the CIL charges are transferred from the General Fund (or the Capital Grants Unapplied Account) to the Capital Adjustment Account.

Where CIL charges are to be applied to fund revenue expenditure (such as administration expenses), the CIL charges shall not be transferred out of the General Fund.

Fair Value

The Council measures some of its non-financial assets, such as surplus assets and investment properties, and some of its financial instruments, such as short term investments, 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.

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
- Level 3 – unobservable inputs for the asset or liability

Financial Assets

Recognition

Financial assets are recognised in the Balance Sheet when the Council becomes party to the financial instrument contract or, in the case of debtors, when the goods or services have been delivered. Financial assets are derecognised when the contractual rights have expired or the asset has been transferred.

Measurement

Financial assets are classified into two types:

- Loans and receivables – assets with a fixed or determinable payments but not quoted in an active market (e.g., trade debtors, fixed term investments)

- Available for sale assets – assets with no fixed determinable payments (e.g., equity investments)

Loans and receivables are initially measured at fair value and carried at their amortised costs. The Council has the following loans and receivables:

Debtors

Debtors are carried at original invoice or contractual amount less an estimate made for impairment (below). Bad debts are written off when identified. Debtors falling due after more than one year are classified as long-term assets, which also include council house mortgages.

Impairment

Where the future receipt deriving from a debtor is uncertain, allowance is made for the impairment of the asset. The Council bases such allowances on a review of all outstanding amounts at the year end, taking into account known disputes in respect of invoices, previous experience of the collection of debts, the age of any outstanding invoices and the categories of debtors.

Cash and Cash Equivalents

Cash is cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours. Cash equivalents include investments that mature in 3 months or less from the date of acquisition and are readily convertible to known amounts of cash with insignificant risk of change in value and are held for the purpose of meeting short-term cash commitments and not for investment purposes.

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

Due to their nature and short term maturity, the fair values for debtors due within one year and cash and cash equivalents are estimated using their carrying values.

Investments

The Council has investments, which may be both long and short-term, with various financial institutions. Investments are carried at their amortised cost, which comprises their principal amount plus accrued interest at the Balance Sheet date.

The fair value of investments is determined by discounting the future cash flows using a relevant market rate of interest comparable to the rate for the same investment from a comparable institution, available at the Balance Sheet date.

The Council currently has no available for sale assets.

Financial Liabilities

Recognition

Financial liabilities are recognised on the balance sheet when the Council becomes party to the contractual provisions of the financial instrument or, in the case of creditors, when the goods or services have been received. Financial liabilities are de-recognised when the liability has been discharged, that is, the liability has been paid or has expired.

Measurement

Financial liabilities are initially measured at fair value and are carried at their amortised cost. The Council has the following liabilities measured at amortised cost:

Creditors

Creditors are carried at their original invoice amount.

Bank Overdrafts

Bank overdrafts comprise amounts owed to banks and similar institutions, and are repayable on demand. Due to their nature and short term maturity, the fair values for creditors and bank overdrafts are estimated using their carrying values.

Loans

Borrowings are carried at their amortised cost, which comprises their principal amount plus accrued interest as at the Balance Sheet date. The fair value of borrowings is determined by discounting the future cash flows using a relevant market rate of interest comparable to the rate for the same loan to a comparable institution, available at the Balance Sheet date.

Provisions

Provisions are recognised when the Council has a present legal or constructive obligation as a result of a past event, it is probable that the Council will be required to settle the obligation and a reliable estimate can be made of the obligation. The amount recognised as a provision is the best estimate of the expenditure required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties. When recognised provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement.

Financial guarantees

Financial guarantees are recognised when the Council enters into an agreement which requires it to make specified payments to reimburse the other party to the agreement for a loss that party incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. Initial recognition of the guarantee is at fair value based on an estimate of the probability of the guarantee being called and the likely amount payable

In subsequent years the fair value of the guarantee is amortised over the period of the underlying risk exposure to the extent that the exposure is expected to fall over the life of the guarantee. Where payment of the guarantee becomes probable, the fair value of the guarantee will be deemed to be equivalent to the amount that would be determined for a provision in accordance with International Accounting Standard (IAS) 37, Provisions, Contingent Liabilities and Contingent Assets.

Inventories

Inventories are valued at the lower of cost or net realisable value, using the first-in, first-out (FIFO) method.

Cost of Support Services

The 2016/17 Accounting Code of Practice requires the segmental analysis and amounts disclosed in the Comprehensive Income and Expenditure Statement to be based on the Council's financial monitoring reporting process. The cost of support services, with the exception of those recharged to trading accounts which are required to be disclosed on a total cost basis, are not reallocated and are disclosed in the Comprehensive Income and Expenditure segment that hosts the support service.

Contingent Assets & Liabilities

Contingent assets and liabilities arise from past events but where the future asset or obligation are uncertain

and cannot be reliably ascertained. Material contingent assets and liabilities are disclosed in the Notes to the Accounts but are not provided for in the core financial statements.

Reserves

Usable reserves

Usable reserves are those reserves that can be applied to fund revenue or capital expenditure or reduce local taxation. The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Earmarked reserves are created by appropriating amounts from the General Fund and are separately disclosed in the Usable Reserves note to the balance sheet. When expenditure is financed from a reserve, it is charged to the appropriate service revenue account in that year, including it in the Surplus or Deficit on the Provision of Services as required under the Code. The amounts are subsequently charged to the appropriate reserve in the Usable Reserves note.

All other movements in usable reserves, including adjustments between accounting basis and funding basis under regulations, are reported in the Movement in Reserves Statement.

Unusable reserves

Certain reserves are maintained to manage the accounting process for property, plant and equipment, financial instruments, retirement and other employee benefits, the collection of council tax / business rates and deferred capital receipts and do not represent resources available to the Council. Specific details relating to these reserves are included elsewhere in these accounting policies and details on all reserves are included within the reserves note to the accounts.

Pensions

The Council participates in the Hertfordshire Local Government Pension Scheme (LGPS), a defined benefit scheme operated by Hertfordshire County Council.

- The liabilities of the LGPS attributable to the Council are included in the Balance Sheet on an actuarial basis, using the projected unit method.
- Liabilities are discounted to their value at current prices, using a discount rate that is based upon the indicative rate of return on a high quality corporate bond of equivalent currency and term to the scheme's liabilities.
- The assets of the LGPS attributable to the Council are included in the Balance Sheet at their fair value.

Changes in the net pensions liability are analysed into the following components:

Service Costs:

- Current service cost – the increase in liabilities as a result of service earned during the year is charged to the Comprehensive Income and Expenditure Statement (i.e. to the services for which the employees worked);
- Past service cost – the increase in liabilities arising from a current year pension scheme amendment or a curtailment, whose effect relates to years of service earned in earlier years, is debited to the Surplus/Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement; and
- Gains/losses on settlements – the results of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees are credited or debited to the Surplus/Deficit on the Provision of Services line in the Comprehensive Income and Expenditure Statement.

Net interest expense:

- The change during the period in the net pension liability arising from the passage of time. It includes interest income on plan assets and interest costs on the pension liability. It is calculated by applying the discount rate used to measure the net pension obligation at the beginning of the period to the net pension liability at the beginning of the period – taking into account any changes in the net pension liability during the period as a result of contribution and benefit payments. It is charged or credited to the 'Financing and Investment Income and Expenditure' line within the Comprehensive Income and Expenditure Statement.

Re-measurements of the net pension liability

These are recognised as Other Comprehensive Income and Expenditure in the Comprehensive Income and Expenditure Statement and are charged to the Pensions Reserve. They comprise:

- Return on plan assets – interest, dividends and other income derived from the scheme's assets (excluding amounts included in net interest on the net defined benefit liability), together with realised and unrealised gains or losses on those assets, less costs of managing the assets and any taxes payable.
- Actuarial gains and losses – changes in the net pension liability that arise because events have not coincided with assumptions made at the last actuarial valuation, or because the actuaries have updated their assumptions.

Contributions paid to the LGPS

Cash paid as employer's contributions to the Pension Fund; these are not accounted for as an expense within the Comprehensive Income and Expenditure Statement. Statutory provisions restrict the amount that the Council can fund through council tax to the amounts actually payable each year, and as a result all other movements are funded by the pension reserve, by means of transfers which are reported in the Comprehensive Income and Expenditure Statement and the Movement in Reserves Statement.

Short Term Employee Benefits

Salaries, wages and employment related payments are recognised in the period in which the service is received from employees. The cost of annual and flexible leave entitlement earned but not taken by employees at the end of the period is recognised in the financial statements to the extent that employees are permitted to carry forward leave into the following period. The estimation of such costs is based on records of annual and flexible leave taken and contractual entitlements to payment.

Leases

The determination of whether an arrangement is, or contains, a lease is based upon the substance of the arrangement at inception date.

The Council as lessee

Finance leases, which transfer to the Council substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly against income.

Assets held under finance leases are depreciated over the shorter of the estimated useful life of the asset and the lease term.

All other leases are classified as operating leases. Payments under operating leases are charged to the Comprehensive Income and Expenditure Statement on a straight-line basis over the period of the lease.

The Council as lessor

Finance leases – the Council recognises assets held under finance leases as a receivable at an amount equal to the net investment in the lease. The lease payment receivable is treated as repayment of principal and finance income, with the interest element shown in Interest receivable and similar income on the Comprehensive Income and Expenditure Statement and the principal element reducing a long term debtor on the Balance Sheet. The finance income is calculated so as to produce a constant periodic rate of return on the net investment. The asset itself is derecognised from Property, Plant and Equipment.

Operating leases – items of property, plant and equipment let out under operating leases are presented according to the nature of the asset. Income from operating leases is recognised on a straight-line basis over the lease term, even where this does not match the pattern of payments.

Interests in Companies and Other Entities

The Council is required to produce group accounts alongside its own financial statements where it has material interests in subsidiaries, associates and/or joint ventures. Group accounts have been prepared for Elstree Film Studios Ltd (100% owned subsidiary) to consolidate with the Council's single entity accounts. The Group Accounts are shown in a separate section following the notes to the single entity accounts. In the Council's accounts, the interests in companies are recorded as investments.

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 Authority'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.

Value Added Tax

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.

Collection Fund

This account reflects the statutory requirement for billing authorities to maintain a separate Collection Fund, showing the transactions of the billing authority in relation to business rates and council tax, and illustrates the way in which these have been distributed to preceptors and the General Fund, in accordance with relevant legislation. The Collection Fund is consolidated with other accounts of the Council, is prepared on an accruals basis and provision is made for potential uncollectable amounts and Business Rates appeals.

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

The CIPFA Local Authority Accounting Panel Bulletin 105 confirmed that the accounting policy changes that will be required by the 2017/18 Code relate to the reporting of scheme transaction costs and investment concentration which are relevant only to pension fund accounts.

3. Critical Accounting Estimates and Judgements

The preparation of accounts in accordance with the Code requires management to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

The key areas of judgement and estimation uncertainty routinely applied by management are set out in the accounting policies above and in individual notes to the accounts which support the amounts disclosed in the Council's Balance Sheet. In addition, the following critical judgements have been applied in preparing the Statement of Accounts:

- The Council has participated in the Local Authority Mortgage Scheme and has deposited £1 million with Lloyds Bank. In determining the fair value of the financial guarantee provided to Lloyds Bank (note 24), the Council has estimated a default rate of 2% over the life of the scheme (5 years ending in 2017/18).
- The Council has an obligation to meet a proportion of insurance claims paid by Mutual Municipal Insurance following the appointment of a Scheme Administrator. After considering all available information concerning the likelihood of future calls, the Council initially provided for 34% of the estimated liability (£1.060 million).
- The Council is not represented on the board of Hertsmere Leisure Trust, a charitable organisation that operates the leisure facilities owned by the Council and formerly operated by the Council. Accordingly it has been determined that the Council does not have control of the Trust and that the Trust is not a subsidiary of the Council.
- The Council has considered its relationships with other entities with which it has entered into collaborative arrangements, details of which are given at note 34, and has concluded that the inclusion of such interests in a set of group financial statements should only be made where there is a material effect on the Council's financial position and its obligations and such an effect is therefore material for an understanding of its financial affairs.
- The Council has made provision in its Collection Fund of £3.003 million for the future cost of making repayments of business rates to payers who successfully appeal against the rateable value of their property as determined by the local Valuation Office at 1 April 2010 or at a later date. Note 25 to the Statement of Accounts discloses the share of this provision allocated to the Council (£1.201 million - 40% of the total).

4. Assumptions made about the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and 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 2017 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainty	Effect if actual results differ from assumptions
<i>Property Plant & Equipment</i>	<p>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 individual assets.</p> <p>The valuation of certain items of Property, Plant and Equipment is based on a number of estimated factors such as remaining useful life, regularity of rent reviews and levels of repairs and maintenance.</p> <p>When valuing Specialised Operational Properties no obsolescence factor is applied to assets less than 10 years old. For properties older than 10 years our valuer applies a depreciation & obsolescence factor of 1% per year up to a cap of 50%.</p> <p>As this group of assets include high value properties (e.g. Leisure Centres) these assumptions are seen as key. Uncertainty in such areas is mitigated by the use of professional advisors to conduct valuations. As part of the valuation exercise they carry out physical inspections and take condition into account when applying estimates.</p> <p>Any methodologies for estimation are made with reference to the professional standards of the Royal Institute of Chartered Surveyors (RICS), the Red Book and the Code of Practice.</p> <p>The Council has Property, Plant and Equipment with a carrying value of £124.138 million on the Balance Sheet as at 31st March 2017, with £2.591 million charged as depreciation during the year.</p>	<p>If the useful life of assets is reduced, depreciation increases and the carrying amount of the asset falls.</p> <p>It is estimated that the annual depreciation charge for buildings would increase by £95k for every year that useful lives had to be reduced.</p> <p>If the obsolescence factor is decreased the carrying value of the asset increases.</p> <p>It is estimated that the overall value of Specialised Properties would change by £375k for every 1% that the obsolescence factor changed.</p>
<i>Pensions Liability</i>	<p>Estimations 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 mortality rates and expected returns on pension fund assets. The Council concurs with the assumptions to be applied by the independent actuary to the Hertfordshire Local Government Pension Scheme.</p>	<p>The effect on the net pension's liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £10.5 million. Note 28 sets out details of the assumptions made by the independent actuary to the Hertfordshire Local Government Pension Scheme together with further examples.</p>
<i>Non Domestic Rates Appeals provision</i>	<p>The provision for NDR Appeals includes an assessment of the appeals lodged to 31st March 2017. The carrying amount of the provision is £3.003 million, of which the Council's share of £1.201 million is reflected in the accounts.</p>	<p>If NDR appeals were to significantly increase, the provision would have to be reassessed and increased. The increased liability would be shared between the Council, Hertfordshire County Council and Central Government.</p>
<i>Fair value estimations</i>	<p>The fair values of investment properties are principally based on the available market evidence for the sale and purchase of similar assets. Under IFRS 13 fair value hierarchy these have been shown as a level 2 input namely using quoted prices for similar assets or liabilities in active markets at the balance sheet date. If this information is not available estimates are undertaken in accordance with RICS professional guidelines.</p>	<p>Most estimates are based on current market information therefore material changes are not expected.</p> <p>Significant changes in any of the unobservable inputs would result in a significantly lower or higher fair value measurement for these assets.</p>

5. Events after the Balance Sheet Date

No adjustment to the Statement of Accounts is required in respect of transactions which took place after the balance sheet date.

6. Prior Year Adjustment

The Council has restated comparative information as at 31 March 2016 to reflect interests it had acquired in 2015/16 in S106 affordable housing properties in lieu of a cash receipt. This interest (£1.974m) was initially recognised in the balance sheet as Property, Plant and Equipment with the opposite entry credited as income in the Taxation and Non-Specific Grant Income and Expenditure line in the Comprehensive Income and Expenditure Statement. These entries were subsequently reversed via the Movement in Reserves and replaced with a long term debtor (non-current assets) and matched with a deferred capital receipt (unusable reserves). At this date, as none of the interest had been realised there was no increase in the Council's usable reserves.

7. Trading Operations

The Council has established the following two trading units which the service manager is required to operate in a commercial environment and balance the unit's budget by generating income from other parts of the Council or other organisations. The following sums have not been allocated to the relevant services in the Comprehensive Income and Expenditure Statement.

2015/16 Deficit / (Surplus) £'000		Expenditure £'000	Income £'000	2016/17 Deficit / (Surplus) £'000
(35)	Building Control: The Council's building control services were transferred to Broste River Ltd (renamed Hertfordshire Building Control Limited) on 15 August 2016. The transactions prior to the transfer are not considered to be material for separate disclosure.	-	-	-
99	Cemeteries / Burial Grounds: The Council maintains two closed cemeteries (not available for burials) and one lawn cemetery that incurs expenditure – the trading objective is to minimise the subsidy funded from council tax.	215	(96)	119
(134)	Trade Refuse: The Council has a duty under the Environmental Protection Act to provide, where requested, a commercial waste service for which a charge is made.	452	(590)	(138)
(70)	Net surplus on trading accounts	667	(686)	(19)

8. Taxation and non-specific grant income

During the year, the Council credited the following items of taxation, grants and contributions to the Comprehensive Income and Expenditure Statement:

2015/16 (Restated) £'000		2016/17 £'000
	Council tax income:	
6,130	Amount collectable from council tax	6,410
942	Amount collectable on behalf of Parishes	1,134
239	Share of surplus on collection fund for the year	208
7,311		7,752
	Non-domestic rates income and expenditure:	
18,467	Amount collectable from business rates	18,842
(15,091)	Tariff payable	(15,217)
(951)	Share of surplus/(deficit) on collection fund for the year	889
(317)	Growth levy payable to Hertfordshire County Council	(419)
730	Grant in respect of small business and other rates reliefs	424
2,838		4,519
	General Government Grants:	
2,058	Revenue support grants	1,253
(77)	Allocated to support Parishes	(3)
1,935	New Homes Bonus	2,361
3,916		3,611
	Capital grants and contributions:	
	Recognised capital grants and contributions:	
358	Disabled facilities grant	738
31	Lottery funding	4
176	Community Infrastructure Levy	3,939
258	Section 106 monies utilised (note 26)	706
63	Other capital contributions	-
886		5,387
1,974	Section 106 agreement donated assets	564
	Principal government grants credited to services:	
	Environmental Services:	
199	Recycling grant	213
	Planning Services:	
277	Housing Zone	-
	Housing services:	
41,010	Housing benefit subsidy	39,952
532	Grant for the administration of housing benefits	461
42,018		40,626

Note: The total amount of business rates collected by the Council, less certain reliefs and other deductions, has been allocated amongst the Council, Hertfordshire County Council as a preceptor and DCLG. The Council's share is subject to a tariff, being the amount by which the share exceeds the funding level determined by central government as being appropriate to the borough's needs.

The Council's Comprehensive Income and Expenditure Statement includes a share of any surplus or deficit arising for the year on the collection of business rates. Where, after taking into account any losses on collection, the Council's income falls below a threshold set by central government, a safety net grant is paid by central government. Should the Council's income exceed the threshold, a levy is payable to central government but the Council may retain a proportion of the surplus.

A surplus of £0.889 million (2015/16: deficit £0.951 million) on the collection of business rates and a levy of £0.419 million payable to Hertfordshire County Council (2015/16: a levy payable to central government £0.317 million) have been recognised in the Comprehensive Income and Expenditure Statement for the year. During 2016/17 the Council was a member of the Hertfordshire Business Rates Pool. The Pool was dissolved in 2017/18.

9. Members' Allowances & Expenses

The following allowances and expenses were paid to members during the year:

2015/16 £'000		2016/17 £'000
	Allowance / Expense:	
218	Basic allowance	219
118	Special responsibility allowance	119
1	Travel and other allowances	2
337	Total	340

10. Employees' Remuneration

Under the Accounts and Audit Regulations 2015, Local Authorities are required to disclose:

(i) the remuneration of the Council's senior employees, analysed over the following categories:

	Salary excluding allowances £'000	Car allowance £'000	Medical Insurance £'000	Pension- employers contribution £'000	2015/16 Total £'000
Chief Executive	142	6	-	23	171
Corporate Director	97	6	-	16	119
Director of Environment	97	6	3	16	122
Total	336	18	3	55	412

	Salary excluding allowances £'000	Termination Benefits £'000	Car allowance £'000	Medical Insurance £'000	Pension- employers contribution £'000	2016/17 Total £'000
Chief Executive	143	-	6	-	24	173
Corporate Director	98	-	6	-	17	121
Director of Environment	98	159	6	3	17	283
Total	339	159	18	3	58	577

Employers' contributions to the pension scheme represent the amount determined at the last actuarial valuation as being required to meet the cost of future pension accrual.

- (ii) the number of employees in the accounting period, in addition to senior employees included at (i) above, whose remuneration was £50k or more in bands of £5k. For this purpose, remuneration means all amounts paid to or receivable by an employee and includes sums due by way of taxable expenses and the estimated money value of any other benefits. Pension contributions payable by the Council are excluded.

2015/16 Employees No.	Remuneration Band:	2016/17 Employees No.
7	£50,000 - £54,999	5
2	£55,000 - £59,999	3
1	£60,000 - £64,999	-
2	£65,000 - £69,999	1
3	£70,000 - £74,999	4
15	Total	13

11. Termination Benefits

The Council terminated the contracts of a number of employees in 2016/17 incurring liabilities of £219k (2015/16: £63k).

The number of contracts terminated ('exit packages') with total cost per band and total cost of compulsory and other redundancies are set out in the table below:

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16 £'000	2016/17 £'000
£0-£20,000	1	1	2	3	3	4	19	30
£20,001-£40,000	-	-	-	1	-	1	-	30
£40,001-£60,000	1	-	-	-	1	-	44	-
£150,001-£160,000	-	1	-	-	-	1	-	159
Total	2	2	2	4	4	6	63	219

12. Audit Fees

During the year the Council incurred the following fees relating to external audit and inspection:

2015/16 £'000	Audit Fees:	2016/17 £'000
48	External audit services carried out	60
14	Certification of grant claims and returns	16
-	Non-Audit services	3
62	Total	79

13. Adjustments Between Accounting Basis and Funding Basis under Regulation

The Comprehensive Income and Expenditure Statement show the Council's actual financial performance for the year and is measured in terms of resources consumed and generated. However, the Council is required to raise council tax on a different accounting basis with the two main differences being as follows:

- Capital investment is accounted for as it is financed rather than when the asset is consumed; and
- Retirement benefits are charged as amounts become payable to pension funds and pensioners rather than as future benefits are earned.

The General Fund contains the excess to date of income over expenditure in the Comprehensive Income and Expenditure Statement. It also takes account the use of reserves built up in the past and contributions to reserves earmarked for future specific expenditure.

The following note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure. Movements in earmarked reserves are set out in note 29.

2015/16 (Restated)	Usable Reserves			Unusable Reserves £'000	Relevant Unusable Reserve
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000		
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement differ from Increases/decreases in revenue for the year calculated in accordance with statutory requirements:					
Pensions costs	1,008			(1,008)	Pensions Reserve
NNDR amount by which non- domestic rates credited to the CIES differs from business rate income in accordance with statutory requirements	2,252			(2,252)	Collection Fund Adjustment Account
Council Tax amount by which tax credited to the CIES differs from council tax income in accordance with statutory requirements	27			(27)	
Holiday pay	5			(5)	Accumulated Absences Account
Cancellation of entries included in the Surplus/Deficit on the Provision of Services in relation to capital expenditure					
Amortisation of intangible assets	157			(157)	Capital Adjustment Account
Charges for depreciation and impairment	4,435			(4,435)	
Revenue expenditure funded from capital under statute	576			(576)	
Carrying amounts of non-current assets written off on disposal	2,076			(2,076)	
Donated assets	(1,974)			1,974	
Movements in the value of investment property	(62)			62	
Grant income transferred to Capital Grants Unapplied	(886)		886		
Transfers between revenue and capital resources					
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve and Deferred Capital Receipts Reserve	(2,660)	686		1,974	Deferred Capital Receipts
Payments to the Government housing receipts pool	1	(1)			
Statutory revenue provisions for the financing of capital investment	(3,998)			3,998	Capital Adjustment Account
Capital expenditure financed from revenue balances	(662)			662	
Adjustments to capital resources					
Use of Capital Receipts Reserve to finance capital expenditure		(702)		702	Capital Adjustment Account
Application of capital grants and other contributions to finance capital expenditure			(329)	329	
Application of S106 receipts to finance capital expenditure			(258)	258	
Total Adjustments	295	(17)	299	(577)	

2016/17	Usable Reserves			Unusable Reserves £'000	Relevant Unusable Reserve
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000		
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement differ from Increases/decreases in revenue for the year calculated in accordance with statutory requirements:					
Pensions costs	283			(283)	Pensions Reserve
NNDR amount by which non-domestic rates credited to the CIES differs from business rate income in accordance with statutory requirements	(810)			810	Collection Fund Adjustment Account
Council Tax amount by which tax credited to the CIES differs from council tax income in accordance with statutory requirements	(72)			72	
Holiday pay	(13)			13	Accumulated Absences Account
Cancellation of entries included in the Surplus/Deficit on the Provision of Services in relation to capital expenditure					
Amortisation of intangible assets	157			(157)	Capital Adjustment Account
Charges for depreciation and impairment	6,950			(6,950)	
Revenue expenditure funded from capital under statute	833			(833)	
Carrying amounts of non-current assets written off on disposal	574			(574)	
Donated assets	(564)			564	
Movements in the value of investment property	(383)			383	
Grant income transferred to Capital Grants Unapplied	(5,387)		5,387		
Transfers between revenue and capital resources					
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve and Deferred Capital Receipts Reserve	(1,335)	860		475	Deferred Capital Receipts
Statutory revenue provisions for the financing of capital investment	(241)			241	Capital Adjustment Account
Capital expenditure financed from revenue balances	(1,124)			1,124	
Adjustments to capital resources					
Use of Capital Receipts Reserve to finance capital expenditure		(542)		542	Capital Adjustment Account
Application of capital grants to finance capital expenditure			(774)	774	
Application of S106 receipts to finance capital expenditure			(706)	706	
Total Adjustments	(1,132)	318	3,907	(3,093)	

14. Subjective Analysis

The analysis by service on the face of the Comprehensive Income and Expenditure Statement reflects how the Council monitors and reports its financial performance during the year. A reconciliation from the reported underspend for the year to the movement in the General Fund balance is provided in the Narrative Statement.

The Council's monitoring reports are prepared on a different basis from the accounting policies used in the financial statements. In particular:

- No charges are made in relation to capital expenditure whereas depreciation, amortisation and revaluation and impairment losses in excess of the balance on the Revaluation Reserve are charged to services in the Comprehensive Income and Expenditure Statement.
- The cost of retirement benefits is based on the payment of the employer's pension contributions rather than the current service cost of benefits accrued in the year.
- Expenditure on support services is recharged to trading services.

A subjective analysis of the Council's net cost of services as disclosed in the Comprehensive Income and Expenditure Statement is shown in the following tables.

Year ended 31 March 2017	Employee Related Costs	Premises Related Expenditure	Transport Related Expenditure	Supplies & Services	Agency & Contracted Services	Transfer Payments	Depreciation, Impairment & REFCUS	Income	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	449	1,324	2	180	-	-	5,309	(4,795)	2,469
Audit & Assurance	-	-	-	-	109	-	-	-	109
Corporate Management	737	-	2	21	-	-	-	-	760
Engineering Services	405	20	33	236	-	-	26	(335)	385
Environmental Health	1,008	-	8	160	6	-	5	(337)	850
Finance & Business Services	2,311	-	8	778	178	39,691	119	(40,958)	2,127
General Expenses	73	-	-	351	8	-	19	(117)	334
Housing Services	566	10	2	1,333	-	13	717	(1,046)	1,595
Human Resources & Customer Services	1,008	2	2	197	28	-	26	(284)	979
Legal & Democratic Services	1,215	58	7	402	-	-	-	(590)	1,092
Partnership & Community Engagement	648	30	2	381	133	430	957	(323)	2,258
Planning & Building Control	1,740	-	32	587	88	31	46	(1,110)	1,414
Street Scene Services	3,491	486	790	1,627	112	8	708	(3,306)	3,916
Total	13,651	1,930	888	6,253	662	40,173	7,932	(53,201)	18,288

Year ended 31 March 2016	Employee Related Costs	Premises Related Expenditure	Transport Related Expenditure	Supplies & Services	Agency & Contracted Services	Transfer Payments	Depreciation, Impairment & REFUCS	Income	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	388	1,419	2	86	-	-	3,868	(4,374)	1,389
Audit & Assurance	-	-	-	-	111	-	-	-	111
Corporate Management	608	-	1	15	-	-	-	-	624
Engineering Services	400	19	36	181	-	-	26	(257)	405
Environmental Health	1,068	-	9	128	-	-	5	(321)	889
Finance & Business Services	2,400	-	8	708	153	41,055	119	(42,537)	1,906
General Expenses	73	-	-	361	-	38	19	(107)	384
Housing Services	501	2	2	1,390	-	35	371	(998)	1,303
Human Resources & Customer Services	1,165	-	1	132	-	-	26	(272)	1,052
Legal & Democratic Services	1,126	28	6	424	-	-	-	(404)	1,180
Partnership & Community Engagement	651	25	3	422	128	452	38	(195)	1,524
Planning & Building Control	1,592	-	25	365	-	28	46	(1,126)	930
Street Scene Services	3,487	553	848	1,423	7	15	647	(2,786)	4,194
Total	13,459	2,046	941	5,635	399	41,623	5,165	(53,377)	15,891

15. Property, Plant and Equipment

2015-16 (Restated)	Property, Plant & Equipment						
	Council Dwellings	Other Land & Buildings	Vehicles, Plant & Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Total Property, Plant and Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation							
At 1 April 2015 restated	983	102,242	4,324	186	3,799	3,925	115,459
Reclassifications	(983)	1,196	-	-	57	(270)	-
Additions	-	238	419	-	19	699	1,375
Impairments	-	(59)	-	-	-	-	(59)
Revaluation increases / (decreases) recognised in the Surplus / Deficit on the Provision of Services	-	(1,785)	-	-	-	-	(1,785)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	-	7,378	-	-	-	-	7,378
Donated assets	-	1,974	-	-	-	-	1,974
Derecognition - Disposals	-	(2,076)	(700)	-	-	-	(2,776)
Assets reclassified (to) / from Investment Properties	-	(1,050)	-	-	-	-	(1,050)
Other movements in Cost or Valuation	-	-	20	-	3	-	23
At 31 March 2016	-	108,058	4,063	186	3,878	4,354	120,539
Accumulated Depreciation and Impairment							
At 1 April 2015 restated	(59)	(11,452)	(2,769)	(126)	(179)	-	(14,585)
Reclassifications	59	(59)	-	-	-	-	-
Depreciation charge	-	(2,169)	(358)	(9)	(30)	-	(2,566)
Impairments	-	1	-	-	-	-	1
Depreciation written out to the Revaluation Reserve	-	1,558	-	-	-	-	1,558
Derecognition - Disposals	-	-	700	-	-	-	700
Other movements in Depreciation and Impairment	-	-	(20)	-	(3)	-	(23)
At 31 March 2016	-	(12,121)	(2,447)	(135)	(212)	-	(14,915)
Net Book Value							
At 31 March 2015	924	90,790	1,555	60	3,620	3,925	100,874
At 31 March 2016	-	95,937	1,616	51	3,666	4,354	105,624

2016-17	Property, Plant & Equipment						
	Council Dwellings	Other Land & Buildings	Vehicles, Plant & Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Total Property, Plant and Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation							
At 1 April 2016	-	108,058	4,063	186	3,878	4,354	120,539
Reclassifications	-	335	-	-	-	(335)	-
Additions	-	456	189	6	174	1,476	2,301
Impairments	-	-	-	-	-	-	-
Revaluation increases / (decreases) recognised in the Surplus / Deficit on the Provision of Services	-	(16,610)	-	-	(170)	-	(16,780)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	-	23,478	-	-	449	-	23,927
Donated assets	-	543	21	-	-	-	564
Derecognition - Disposals	-	(553)	(229)	-	-	-	(782)
Assets reclassified (to) / from Investment Properties	-	-	-	-	-	(775)	(775)
At 31 March 2017	-	115,707	4,044	192	4,331	4,720	128,994
Accumulated Depreciation and Impairment							
At 1 April 2016	-	(12,121)	(2,447)	(135)	(212)	-	(14,915)
Reclassifications	-	-	-	-	-	-	-
Depreciation charge	-	(2,122)	(414)	(9)	(46)	-	(2,591)
Impairments	-	-	-	-	-	-	-
Depreciation written out to the Surplus / Deficit on the Provision of Services	-	12,342	-	-	100	-	12,442
Depreciation written out to the Revaluation Reserve	-	-	-	-	-	-	-
Derecognition - Disposals	-	-	208	-	-	-	208
At 31 March 2017	-	(1,901)	(2,653)	(144)	(158)	-	(4,856)
Net Book Value							
At 31 March 2016	-	95,937	1,616	51	3,666	4,354	105,624
At 31 March 2017	-	113,806	1,391	48	4,173	4,720	124,138

Assets included in note 15 within Other Land and Buildings with a carrying value of £113.8m at Mar 17 were revalued in full at the following dates (28 February 2017 £69m, 29 February 2016 £19.3m and 31st March 2015 £25.5m). Valuations as at 29 February 2017 in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors (RICS) have been carried out on behalf of the Council by Messrs Wilks Head and Eve LLP, Chartered Surveyors. Valuations of vehicles, plant, furniture and equipment are based on depreciated historical cost.

As set out in note 6, the Council has reviewed the accounting presentation previously applied to Property, Plant & Equipment and has restated the comparative information provided in respect of preceding periods.

16. Capital Expenditure and Financing Statement

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 to the Capital Financing Requirement (CFR). The CFR is a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The Capital Financing Requirement is analysed in the second part of this note.

2015/16 (Restated) £'000		2016/17 £'000
9,930	Opening Capital Financing Requirement	5,932
	Capital Investment:	
3,349	Property plant and equipment	2,865
-	Intangible assets	-
-	Investment properties	13
576	Revenue expenditure funded by capital under statute	833
3,925	Total Capital Investment	3,711
	Sources of Finance:	
(587)	Government grants and other contributions	(1,481)
(702)	Capital receipts	(542)
(662)	Revenue contribution to capital expenditure	(1,124)
(1,974)	Section 106 Donated assets	(564)
(3,925)	Total Sources of Finance	(3,711)
(3,998)	Revenue provision for the repayment of debt	(241)
5,932	Closing Capital Financing Requirement	5,691
	Explanation of movements in the year	
(3,998)	(Decrease) / Increase in the underlying need to borrow	(241)

Commitments under Capital Contracts	2017/18 onwards £'000
Bushey Splashpark	30
Property & Equipment purchase/enhancements	631
Development Company	600
Disabled Facilities Grant (DFG)	1290
EFS - Mound Clearance	171
Enhance Sports Pavilions / Pitches	238
Furzeffield Centre Roof	85
Housing Site Feasibility Studies	54
Management of Asbestos in HBC Buildings	60
New Financial System	136
Parking - Car Parks	207
Payment card industry compliance	84
Potters Bar Community Hospital - 20 new parking spaces	80
Property Acquisitions	628
Purchase of Street Scene Vehicles	627
Telephone System	78
Wyllyots Centre Improvements	995
Other	11
Total	6,005
To be funded from:	
Earmarked reserves	2,317
Other grants and contributions	901
Revenue contribution	560
Usable capital receipts	2,227
Total	6,005

17. Leases

The Council as Lessee

Operating Leases

The Council uses webcasting equipment financed under the terms of an individual operating lease. Printing devices leased in prior years have been replaced by purchased equipment. The future minimum lease payments due under non-cancellable leases in future years are:

2015/16 £'000		2016/17 £'000
10	Not later than one year	-
-	Later than one year and not later than five years	-
10	Total	-

Minimum lease payments totalling £10k (2015/16:£10k) in respect of such leases have been charged to the General Expenses line in the Comprehensive Income and Expenditure Statement.

At March 2017 the Council's webcasting lease contract came to an end and there are no further future minimum lease obligations.

The Council as Lessor

Operating Leases

The Council has a license fee arrangement with Elstree Film Studios Limited (EFS), a 100% owned subsidiary company, under which the Council receives income for use of premises occupied by EFS. The amount received in 2016/17 was in £1,600k (2015/16: £1,363k).

18. Heritage assets

Heritage assets held by the authority

Heritage assets comprise the restored Grade II listed Rose Garden in Herkomer Road, Bushey the Borough's war memorials and a small number of paintings and sculptures. In addition, the Council holds some items of civic regalia. The collective value of these assets is not considered to be material.

Carrying value

The following table summarises the movement in the carrying value of heritage assets over the year:

2015/16 £'000	Cost	2016/17 £'000
1,353	At 1 April	1,513
-	Additions in year	-
160	Valuation movements	-
1,513	At 31 March	1,513
	Depreciation	
(133)	At 1 April	(155)
(22)	Charged in year	(23)
(155)	At 31 March	(178)
1,358	Net Carrying Amount	1,335

19. Investment Property

Rental income from investment property of £453k (2015/16: £366k) has been accounted for in the financing and investment income and expenditure line in the Comprehensive Income and Expenditure Statement. There are no restrictions on the Council's ability to realise the value inherent in its investment property or on the Council's right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancement. The following table summarises the movement in the fair value of investment property over the year:

2016/17 Investment Properties	Commercial Properties £'000	Development Land £'000	Depots £'000	Total Investment Properties £'000
Balance at 1 April	3,779	3,408	315	7,502
Assets reclassified (to) / from Property Plant & Equipment	-	775	-	775
Additions in year	-	13	-	13
Net gains / (losses) from fair value adjustments	523	(140)	-	383
Level 2 balance at 31 March	4,302	4,056	315	8,673
Total	4,302	4,056	315	8,673

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

Level 2 inputs are those that are observable for the asset (other than quoted prices). They are based on the market approach using current market conditions and recent sale prices and other relevant information for similar assets in the local authority area.

Typical valuation inputs which have been analysed in arriving at Fair Valuations include;

- Market Rental and Sale Values
- Yields
- Void and Letting Periods
- Size
- Configuration, proportions and layout
- Location, visibility and access
- Condition
- Lease covenants
- Obsolescence

20. Intangible Assets

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

2015/16 £'000		2016/17 £'000
	Gross Carrying Amount	
1,098	At 1 April	1,098
-	Additions in year	-
1,098	At 31 March	1,098
	Amortisation	
(483)	At 1 April	(640)
(157)	Charged in year	(158)
(640)	At 31 March	(798)
458	Net Carrying Amount	300

21. Debtors

2015/16 (Restated) £'000		2016/17 £'000
	Amounts Receivable Within One Year:	
	<i>Financial assets</i>	
2,021	Sundry debtors & accrued income	2,739
-	Local Authority Mortgage Scheme	2,016
28	Employee car loans	39
2,049	Total financial assets	4,794
	<i>Non-financial assets and statutory debts</i>	
199	Council tax	189
348	Business rates	233
159	HM Revenue & Customs	98
735	Due from government departments and other authorities	311
216	Housing Benefit overpaid	149
343	Prepayments	318
4,049	Total amounts receivable within one year	6,092
	Amounts Receivable After One Year:	
	<i>Financial assets</i>	
2,000	Local Authority Mortgage Scheme	-
1,974	Equity charge on S106 property interests (note 6)	2,447
38	Employee car loans	67
250	Loans to subsidiary undertakings	250
229	Other loans	194
4,491	Total amounts receivable after one year	2,958

The amount receivable under the Local Authority Mortgage Scheme represents the sum deposited at Lloyds Bank and includes £1 million (2016: £1.00 million) deposited on behalf of Hertfordshire County Council (note 24).

Credit Risk

Included in the above debtors are the following balances which the Council considers impaired and for which an allowance for impairment has been made:

31-Mar-16			31-Mar-17	
Debtor £'000	Allowance £'000	Impaired Financial Assets:	Debtor £'000	Allowance £'000
3,111	2,260	General Fund	3,349	2,374
892	345	Council's share of collection fund items	744	322
4,003	2,605	Total	4,093	2,696

The debtors included on the balance sheet are net of the above allowances for impairment.

Concentration of credit risk on these balances is limited due to the Council's large and unrelated customer base. On this basis the Council believes there is no further recognition of credit risk required in addition to the allowances for impairment already made.

The ageing of the impaired balances due in respect of General Fund balances may be analysed as follows:

31-Mar-16 £'000		31-Mar-17 £'000
915	Less than three months	1,017
222	Three months to six months	224
1,974	Greater than six months	2,108
3,111	Total	3,349

22. Investments

Investments were held as follows:

31-Mar-16 £'000		31-Mar-17 £'000
<i>Amortised Cost</i>		<i>Amortised Cost</i>
	Long Term Investments:	
-	Investments in subsidiaries	-
20	Other	20
20	Total long term investments	20
	Short Term Investments:	
30,069	Banks and local authorities	46,084
30,069	Total short term investments	46,084

The Council's investment in subsidiaries comprises 100 ordinary shares of £1 each in Hertsmere Developments Limited which had not commenced trading as at 31 March 2017 and 1 ordinary share of £1 each in Elstree Film Studios Limited which is further disclosed in the Group Accounts section. Both companies are 100% owned by the Council. Disclosure relating to investments previously held in Elstree Film & Television Studios Limited is made in note 34 Related Party Transactions. In addition, the Council held 14 (14%) of the ordinary shares of £1 each issued by Hertfordshire CCTV Partnership Limited (note 34) at 31 March 2017 (2016: 14%).

Other long term investments comprise 20,000 shares of £0.01 each in UK Municipal Bonds Agency PLC.

All investments are financial assets. The average interest rate received on core investments during the year was 0.64% (2015/16:0.81%). Short-term investments are held for periods of one year or less.

Credit Risk

Credit risk arises from deposits with banks and financial institutions. The risk is minimised through the Council's Treasury Management Strategy. The Council has adopted the CIPFA Code of Practice on Treasury Management in Public Services. In assessing credit risk, the Council uses the creditworthiness service provided by Capita Treasury Services which combines assessments of credit ratings, credit watches, credit outlooks and credit default swap spreads to provide a weighted scoring system.

As well as using the matrix produced by Capita Treasury Services, the Council limits its exposure to any one particular institution or group of banks and uses Fitch long-term ratings (or equivalent) to determine the amount of funds placed with each institution as follows (limits effective in 2016/17):

Category	Maximum Investment	Investment as at 31 March 2017	Call deposits at 31 March 2017 (included in cash and cash equivalents)
AAA to AA-	£8m	2 deposits not exceeding £8m	
A+, A	£4m	7 deposits not exceeding £4m	1 deposit not exceeding £4m
DMO, UK Government and Local Authorities	£10m	2 deposits not exceeding £10m	
Part nationalised banks (50%+) and equivalents	£10m	1 deposit not exceeding £10m	

The Council's Treasury Management Strategy reduces credit risk further by limiting the term of investments depending on the credit criteria of the financial institution and by limiting the amounts that may be invested in any one country (other than the UK).

Debt Management Office and Local & Public Authorities

Although not rated by Fitch Rating Services, the Government's Debt Management Office and other local and public authorities meet the criteria for the highest counterparty credit limit which permits the Council to invest with them up to £10m.

The Council's only historical experience of default on its investments is in respect of Heritable Bank plc where the shortfall in the bank's recovery was approximately 0.3%. The Council considers 0.15% of its total portfolio to be a fair estimate of its maximum exposure to default which based on its investments, including amounts placed on call at 31 March 2017 equates to £72k (2016: £62k).

23. Cash and Cash Equivalents

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

31-Mar-16 £'000		31-Mar-17 £'000
3	Cash held by the Council	3
686	Bank current accounts	1,394
11,112	Call deposit accounts and money market funds	1,781
11,801	Total	3,178

24. Creditors

31-Mar-16 £'000		31-Mar-17 £'000
	Amounts payable within one year:	
	<i>Financial Liabilities</i>	
	Local Authority Mortgage Scheme:	
-	Contribution made by Hertfordshire County Council	1,008
199	Local Enterprise Partnership	-
2,114	Sundry creditors	2,830
2,313	Total financial liabilities	3,838
	<i>Non-financial liabilities and statutory debts</i>	
109	Accrual for accumulated absences (<i>note 30</i>)	95
205	HM Revenue & Customs: payroll taxes	216
6,915	Due to government departments and other authorities	7,804
1,112	Receipts in advance	1,376
-	Financial guarantee	3
10,654	Total included in current liabilities	13,332
	Included in non-current liabilities:	
	<i>Financial liabilities</i>	
	Local Authority Mortgage Scheme:	
1,008	Contribution made by Hertfordshire County Council	-
608	Local Enterprise Partnership	-
	<i>Non-financial liabilities</i>	
7	Financial guarantee	-
1,623	Total included in non-current liabilities	-

25. Provisions

31-Mar-16 £'000		31-Mar-17 £'000
	Provision in respect of support for Bushey Country Club as a going concern prior to transfer to Hertsmere Leisure Trust	
424	At 1 April	-
2	Contribution to provision	-
(426)	Applied to write off of investment in Bushey Country Club	-
-	At 31 March	-
	Provision in respect of the Council's liabilities under the Municipal Mutual Insurance Scheme of Arrangement	
138	At 1 April	95
63	Charge to Comprehensive Income and Expenditure Statement - increase in levy payable	-
(106)	Release from provision	-
95	At 31 March	95
	Provision in respect of the Council's share of the cost of successful appeals against valuations for business rates	
1,412	At 1 April	2,335
(444)	Released to the Collection Fund	(624)
1,367	Contribution to /(release from) provision	(510)
2,335	Total appeals provision at 31 March	1,201
(1,601)	Classified as non-current liability	(880)
734	At 31 March - current liability	321
829	Total	416

26. Capital Grants Received in Advance

The Council has received a number of grants and contributions, known as Section 106 receipts that have yet to be recognised as income as they have conditions attached to them that would require the monies to be returned to the giver in the event of non-compliance with the conditions. Pending application to the relevant projects, these grants are held on the balance sheet as capital grants received in advance.

Section 106 receipts are amounts paid to the Council by developers as a result of the granting of planning permission where improvement or new facility works are required as part of the condition of granting the planning permission. The responsibility to carry out the works is with the Council, however the monies are restricted to being spent only in accordance with the agreement concluded with the developer and are repayable in the event that there are surplus funds remaining following completion of the contract or that the project is ceased following the agreement of both parties.

A summary of the major Section 106 balances held as at 31 March 2017 is as follows:

31-Mar-16 £'000		Receipts £'000	Utilised £'000	31-Mar-17 £'000
174	Oakland College	1	(4)	171
2,011	Horizon One	5	(3)	2,013
271	Isopad House	1	-	272
227	Rossway Drive	-	(152)	75
110	Allum Lane, Elstree	-	(55)	55
196	Watling St	247	(71)	372
112	3 London Rd	-	(4)	108
145	Blackwell House	-	(105)	40
246	Gemini House	472	(15)	703
703	Sparrow Herne	2	(125)	580
1,455	International University	4	-	1,459
419	Elder Court	12	-	431
1,724	Other balances below £100k	406	(608)	1,522
7,793	Total	1,150	(1,142)	7,801

Receipts include interest of £19k (2015/16: £27k) allocated to the balances whilst they are held on deposit by the Council.

27. Financial Instruments

Financial Instruments by Category

The financial assets and liabilities included on the Balance Sheet comprise the following categories of financial instruments:

31-Mar-16 (Restated) £'000		31-Mar-17 £'000
	Financial Assets by Class:	
	<i>Loans and Receivables</i>	
2,049	Debtors due within one year (note 21)	4,794
4,491	Debtors due after one year (note 6 / 21)	2,958
20	Long term investments (note 22)	20
30,069	Short term investments (note 22)	46,084
11,801	Cash and cash equivalents (note 23)	3,178
<i>48,430</i>	<i>Total loans and receivables</i>	<i>57,034</i>
48,430	Total financial assets	57,034
	Financial Liabilities by Class:	
	<i>Financial liabilities at amortised cost</i>	
2,313	Creditors payable within one year (note 24)	3,838
1,616	Creditors payable after one year (note 24)	-
<i>3,929</i>	<i>Total other liabilities at amortised cost</i>	<i>3,838</i>
3,929	Total financial liabilities	3,838

Fair Value of Financial Assets and Liabilities

Financial liabilities and financial assets are recorded on the Balance Sheet at their amortised cost. The fair value can be assessed by calculating the present value of their future cash flows.

The fair values of the Council's financial instruments, together with the carrying amounts included on the Balance Sheet are analysed as follows:

31 March 2016 (Restated)			31 March 2017	
Carrying Value £'000	Fair Value £'000		Carrying Value £'000	Fair Value £'000
		Financial Assets:		
		<i>Loans and receivables</i>		
6,540	6,540	Total debtors	7,752	7,752
30,089	30,122	Total investments	46,104	46,134
11,801	11,801	Cash and equivalents	3,178	3,178
48,430	48,463	Total	57,034	57,064
		Financial Liabilities:		
		<i>Financial liabilities at amortised cost</i>		
3,929	3,928	Total creditors	3,838	3,838
3,929	3,928	Total	3,838	3,838

Assumptions in Calculating Fair Values

Debtors / Creditors / Cash and Equivalents

Due to their nature and short term maturity, fair values have been estimated to approximate their carrying value.

Investments / Loans

Fair values have been determined by discounting future cash flows using relevant market rates of interest comparable to the rate for the same instrument from comparable institutions. The relevant market rates used were obtained from the market as at 31 March 2017 using bid prices where applicable.

Financial Instruments Gains and Losses

During the year the total investment income receivable relating to financial assets amounted to £351k (2015/16: £397k). During the year there were impairment losses relating to financial assets of £nil (2015/16: £2k).

During the year the total interest payable relating to financial liabilities amounted to £20k (2015/16: £39k).

Liquidity Risk

As the majority of its investments are short term deposits, which are available at relatively short notice, there is no significant risk that the Council will be unable to raise finance to meet its commitments under financial instruments.

Interest Rate Risk

The Council only invests in fixed rate investment products in order to minimise its exposure to interest rate risk.

28. Defined Benefit Pension Scheme

Participation in Pension Schemes

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

The Council participates in the Hertfordshire Local Government Pension Scheme which is administered by Hertfordshire County Council. This is a funded defined benefit scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

Discretionary Post-retirement Benefits

Discretionary post-retirement benefits on early retirement may be awarded. This is an unfunded defined benefit arrangement under which liabilities are recognised when the award is made. No plan assets build up to meet these liabilities.

Transactions Relating to Post-employment Benefits

The Council has recognised the cost of retirement benefits in the reported cost of services when 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 included within the Comprehensive Income and Expenditure Statement and the General Fund via the Movement in Reserves Statement during the year:

2015/16 £'000	Comprehensive Income and Expenditure Statement	2016/17 £'000
	Cost of Services:	
	Service cost comprising:	
1,987	Current service cost	1,845
	Finance and investment income and expenditure:	
1,153	Net interest expense	1,093
3,140	Total post-employment benefits charged to the Surplus or Deficit on the Provision of Services	2,938
	Other post-employment benefits charged to the Comprehensive Income and Expenditure Statement	
	Remeasurement of the net defined liability comprising:	
1,121	Return on plan assets (excluding the amount included in the net interest expense)	(9,040)
(5,369)	Actuarial gains and losses arising on changes in financial assumptions	18,899
-	Actuarial gains and losses arising on changes in demographic assumptions	(1,264)
(1,451)	Other experience (gains) and losses	(3,225)
(5,699)	Total post-employment benefits charged/(credited) to the Comprehensive Income and Expenditure Statement	5,370

2015/16 £'000	Movement in Reserves Statement	2016/17 £'000
(3,140)	Reversal of net charges made to the Surplus or Deficit on the Provision of Services for post-employment benefits in accordance with the Code	(2,938)
	<i>Actual amount charged against the General Fund for pensions for the year:</i>	
2,132	Employer's contributions payable to the scheme	2,655

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 plan is as follows:

31-Mar-16 £'000		31-Mar-17 £'000
(103,553)	Present value of defined benefit obligations	(119,830)
70,991	Fair value of scheme assets	81,615
(32,562)	Net liability arising from defined benefit obligation	(38,215)

The following table reconciles the present value of the scheme's defined benefit obligations and the fair value of the scheme assets:

31-Mar-16 £'000		31-Mar-17 £'000
	Present Value of Defined Benefit Obligations:	
(108,556)	As at 1 April	(103,553)
(1,987)	Current service cost	(1,845)
-	Past service gain	-
(3,342)	Interest cost	(3,491)
(501)	Contributions by scheme members	(518)
-	Gains / (losses) on curtailments	-
	<i>Remeasurement gains and (losses):</i>	
-	Actuarial gains and losses arising on changes in demographic assumptions	1,264
5,369	Actuarial gains and losses arising on changes in financial assumptions	(18,899)
1,451	Other experience gains and losses	3,225
4,013	Benefits paid	3,987
(103,553)	As at 31 March	(119,830)
	Fair Value of Scheme Assets:	
71,303	As at 1 April	70,991
2,189	Interest Income	2,398
501	Contributions by scheme members	518
2,132	Contributions by employer	2,655
	<i>Remeasurement gains and (losses):</i>	
(1,121)	Return on plan assets (excluding the amount included in the net interest expense)	9,040
(4,013)	Benefits paid	(3,987)
70,991	As at 31 March	81,615

The fair values of scheme assets are made up of the following types of investments by proportion of total assets held:

31-Mar-16 £'000	%		31-Mar-17 £'000	%
2,256	3	Cash and cash equivalents	2,693	3
		Equity instruments:		
		<i>By industry type:</i>		
5,767	8	Consumer	6,363	8
5,262	7	Manufacturing	6,107	7
1,233	2	Energy & Utilities	1,471	2
5,395	8	Financial Institutions	5,466	7
940	1	Health & Care	1,105	1
3,357	5	Information Technology	4,450	5
164	-	Other	275	-
22,118	31	Sub-total equity instruments	25,237	30
3,047	4	Private Equity	3,768	5
		Property:		
3,171	4	UK Property	2,641	3
1,853	3	Overseas Property	3,059	4
5,024	7	Sub-total property	5,700	7
		Investment Funds and Unit Trusts:		
14,411	21	Equities	17,101	21
19,438	28	Bonds	22,482	28
335	-	Commodities	-	-
91	-	Infrastructure	185	-
4,531	6	Other	4,611	6
38,806	55	Sub-total investment funds and unit trusts	44,379	55
(260)	-	Derivatives: foreign exchange	(162)	0
70,991	100	Total assets	81,615	100

All schemes other than private equity, property assets, Infrastructure and foreign exchange have quoted prices in active markets. Other Investment Funds and Unit Trusts have quoted prices in both active markets (£0.3m) and non-active markets (£4.3m).

Basis for Estimating Assets and Liabilities

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

The estimated liabilities are based on a formal valuation as at 31 March 2016 and are updated to the current year by Hymans Robertson, the independent actuary to Hertfordshire Local Government Pension Scheme.

The principal assumptions used by the actuary are as follows:

31-Mar-16		31-Mar-17
	Financial assumptions:	
2.1%	Rate of increase in inflation / pension cost	2.4%
3.6%	Rate of increase in salaries	2.5%
3.4%	Expected return on investments	2.5%
3.4%	Rate for discounting scheme obligations	2.5%
50%	Take up of option to receive lump sum on retirement (service pre April 2008)	50%
75%	Take up of option to receive lump sum on retirement (service post April 2008)	75%
	Mortality assumptions:	
	Longevity at 65 for current pensioners	
22.3	Men	22.5
24.5	Women	24.9
	Longevity at 65 for future pensioners	
24.3	Men	24.1
26.7	Women	26.7

In accordance with the provisions of International Accounting Standard (IAS) 19 *Employee Benefits (June 2011 Amendments)*, the long term expected rate of return on assets in the scheme has been calculated as equivalent to the rate for discounting scheme obligations.

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions as 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 that for each change the assumption analysed changes whilst all other assumptions remain constant. 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 did not change from those used in the previous period.

Approximate Impact on the Defined Benefit Obligation in the Scheme		
	Percentage Increase to Employer Liability %	Monetary Increase to Employer Liability £'000
Rate of increase in salaries (increase by 0.5%)	1	1,149
Rate of increase in pensions (increase by 0.5%)	8	9,274
Rate for discounting scheme liabilities (decrease by 0.5%)	9	10,547

Impact on the Council's Cash Flows

The objectives of the scheme include that of keeping the employers' contributions at as constant a rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. The Council is participating in this strategy in order to contribute to meeting the scheme deficit while maintaining contribution rates at their current levels at least until the next triennial valuation as at 31 March 2019. Meanwhile funding levels are monitored on an annual basis.

The scheme will take into account the national changes implemented by the Public Pensions Services Act 2013. Under the Act, existing public services schemes may not provide benefits in relation to service after 31 March 2015 comparable to those at present provided. The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to public servants.

It is estimated that the Council will contribute approximately £2.226 million to the Local Government Pension Scheme during the year ending 31 March 2018.

The weighted average duration of the defined benefit obligation for all scheme members (i.e., active, deferred and pensioner) is 16.1 years (2015/16: 16.5 years).

2013 £'000	2014 £'000	2015 £'000	2016 £'000	As at 31 March	2017 £'000
(98,349)	(97,619)	(108,556)	(103,553)	Present value of defined benefit obligations	(119,830)
59,652	63,550	71,303	70,991	Fair value of employer assets	81,615
(38,697)	(34,069)	(37,253)	(32,562)	Deficit in the scheme	(38,215)

The defined benefit obligations show the underlying commitments that the Council has in the long term to pay retirement benefits. The total liability has a substantial negative impact on the net worth of the Council as recorded in the Balance Sheet; however, the short term effect of this liability will be minimal as statutory arrangements permit the Council to reduce the deficit by making increased contributions over the remaining working life of employees, as assessed by the scheme's Actuary.

29. Usable Reserves

General Fund

The General Fund represents resources available to finance future running costs of the Council. Any surplus or deficit arising during the year from ordinary activities is transferred to the reserve, which subsequently may be used for future revenue or capital financing. The movements in the reserve during the year are summarised below and on the Movement in Reserves Statement.

2015/16 £'000		2016/17 £'000
	As at 1 April	
5,314	General Fund	7,698
18,573	Earmarked Reserves	16,859
23,887	Restated balance as at 1 April	24,557
375	Surplus/(deficit) on provision of services	3,265
295	Adjustments between accounting basis and funding basis under regulation (note 13)	(1,132)
24,557	As at 31 March	26,690
	Balance comprises:	
	General Fund	
5,314	As at 1 April	7,698
375	Surplus/(deficit) on provision of services	3,265
295	Adjustments between accounting basis and funding basis under regulation (note 13)	(1,132)
1,714	Transfers (to) / from Earmarked Reserves	(1,929)
7,698	As at 31 March	7,902
	Earmarked Reserves (see below)	
18,573	As at 1 April	16,859
(1,714)	Transfers (to) / from General Fund	1,929
16,859	As at 31 March	18,788
24,557	Total	26,690

Earmarked Reserves

Earmarked Reserves represents that part of the General Fund retained voluntarily for use on specific projects or causes. A summary of the movement in the reserves during the year is as follows:

2015/16 £'000		2016/17 £'000
	Earmarked Reserves	
18,573	As at 1 April	16,859
(1,714)	Net transfer from / (to) the General Fund (above)	1,929
16,859	Total earmarked reserves carried forward	18,788

A brief description of those significant reserves disclosed is shown below:

Earmarked Reserve	Description
Council Contribution to Pension Fund	To meet any future shortfall in pension fund deficit and any strain in pension fund and one off costs resulting from any possible staff restructuring.
Land Drainage	To fund land drainage and flood related costs.
Information Services Infrastructure Replacement	Funds major Information Technology projects.
Parking Repairs & Renewals	Covers the cost of car park resurfacing, machines and equipment replacement.
Area Based Grant	Government grants for initiatives such as cohesion and climate change.
Homelessness Initiatives	Used for homeless prevention schemes.
New Homes Bonus	NHB which has been ring-fenced for planning projects.
New Homes Bonus Equalisation Reserve	To guard the revenue budget against declining government grants
Building Regulations	Accumulated surpluses relating to the Building Control trading account.
Innovation and Investment fund	To fund invest to save projects.
Housing Initiatives	Funds housing initiatives such as the rent deposit scheme.
Waste Services Vehicles Replacement	Used to fund the replacement of the Street Scene service vehicles.

Earmarked Reserve	Description
Recycling Initiatives	Reserve to fund recycling initiatives such as the introduction of recycling into flats.
Human Resources strategy	To fund redundancy payments or any unusual staffing costs.
Non-recurring Items	Allocated to fund schemes such as Disabled Facilities Grants.
Parks Play Equipment	To cover the cost of the replacement of play equipment.
Local Plan Inquiry	Reserve to fund the Local Development Framework.
Finance, Revenue and Benefits Systems	One off items of expenditure relating to the finance and revenues system.
Business rates equalisation	To fund shortfalls in business rates generation.
Minor revenue grants	A miscellany of grants carried forward to fund minor revenue projects.
Environment Initiatives	Used to implement environmental initiatives such as noise patrols and vehicle replacement.
EWC Housing Zone	Government funding to deliver the Elstree Way Corridor housing zone.
Housing & Council Tax Benefit Equalisation Account	To fund any shortfall in government grant for benefits.
Civic Offices Sinking Fund	Property & equipment replacement reserve for the Civic Offices.
Fishers Park Play Area	Contributions towards the maintenance and upkeep of new play areas.
3 Valleys Way Play Area	Developer contributions made under a S106 agreement for the maintenance and upkeep of new play areas.
Corporate Consultation	Funds set aside to cover the future cost of the residents survey, participatory budgeting and other corporate consultations.
CIL Admin Reserve	A proportion (5%) of total CIL receipts is retained by the Council to fund the administrative costs associated with collection and management of CIL.

The table below shows the reserve balances held at 31 March 2017 and the amounts transferred from / to the General Fund in order to meet future / current expenditure.

2015/16 £'000	Project / Cause > £100k:	Increase £'000	Decrease £'000	Net £'000	2016/17 £'000
1,000	Council Contribution to Pension Fund	-	(500)	(500)	500
1,243	Land Drainage	188	(537)	(349)	894
592	Information Services - Infrastructure Replacement	18	(67)	(49)	543
485	Parking Repairs & Renewals	480	(335)	145	630
126	Area Based Grant	-	(20)	(20)	106
240	Initiatives for the Prevention of Homelessness	-	(44)	(44)	196
200	New Homes Bonus (Planning)	-	(90)	(90)	110
968	New Homes Bonus Equalisation Reserve	1,188	-	1,188	2,156
170	Building Regulations	-	(144)	(144)	26
5,016	Innovation and Investment fund	659	(590)	69	5,085
213	Housing Initiatives	5	(20)	(15)	198
1,279	Waste Services Vehicles Replacement	328	(161)	167	1,446
522	Recycling Initiatives	-	-	-	522
500	Human Resources strategy	-	(20)	(20)	480
485	Non-recurring Items	140	-	140	625
238	Parks Play Equipment	50	-	50	288
126	Local Plan Inquiry	-	(78)	(78)	48
111	Finance, Revenue and Benefits Systems	-	-	-	111
1,015	Business rates equalisation	738	(87)	651	1,666
869	Minor revenue grants	247	(129)	118	987
109	Environment Initiatives	3	(24)	(21)	88
277	EWC Housing Zone	-	(67)	(67)	210
455	Housing & Council Tax Benefit Equalisation Account	179	-	179	634
110	Civic Offices Sinking Fund	55	(38)	17	127
-	Fishers Park Play Area	109	-	109	109
-	3 Valleys Way Play Area	102	-	102	102
-	Corporate Consultation	209	(7)	202	202
-	CIL Admin Reserve	202	-	202	202
510	Other < £100k	96	(109)	(13)	497
16,859	Total	4,996	(3,067)	1,929	18,788

Capital Receipts Reserve

The Capital Receipts Reserve represents proceeds from the sale of property, plant and equipment, which are restricted in order to finance future capital investment. A summary of the movement in the reserve during the year is as follows:

2015/16 £'000		2016/17 £'000
6,284	As at 1 April	6,267
686	Receipts during the year from sale of non-current assets	755
-	Realisation of deferred capital receipts	105
(702)	Receipts applied during the year to fund capital expenditure	(542)
(1)	Contribution to finance the payments to the Government capital receipts pool	-
6,267	As at 31 March	6,585

Capital Grants Unapplied Account

The balance on the Capital Grants Unapplied Account represents grants and contributions received by the Council for the purpose of funding capital expenditure but not yet utilised. The grants in question have been recognised as income as they have no conditions attached to them that may require the monies to be returned to the giver. A summary of the movement in the account during the year is as follows:

2015/16 £'000		2016/17 £'000
626	As at 1 April	925
886	Capital grants and contributions unapplied credited to the Comprehensive income and Expenditure Statement	5,387
(587)	Application of grants to capital financing transferred to the Capital Adjustment Account	(1,480)
925	As at 31 March	4,832

30. Unusable Reserves

Revaluation Reserve

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

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

The reserve contains only revaluation gains accumulated since 1 April 2007, the date that the reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account. A summary of the movement in the reserve during the year is as follows:

2015/16 £'000		2016/17 £'000
32,825	As at 1 April	40,920
9,096	Upward revaluation of non-current assets	23,928
(131)	Accumulated gains on non-current assets disposed of	(10)
(870)	Difference between current value depreciation over historical cost depreciation	(2,030)
40,920	As at 31 March	62,808

Capital Adjustment Account

The Capital Adjustment Account (CAA) absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert current value figures to a historical cost basis). During the year a minimum revenue provision of £241k (2015/16 £3,998k) was made towards reducing the Council's capital financing requirement which is further disclosed in note 16.

The account contains accumulated gains and losses on investment property and gains recognised on donated assets that have yet to be consumed by the Council. The account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains. Note 15 provides details of the source of all transactions posted to the account, apart from those involving the Revaluation Reserve (above). A summary of the movement in the account during the year is as follows:

2015/16 £'000		2016/17 £'000
66,344	As at 1 April	68,086
	Reversal of items debited or credited to the comprehensive income and expenditure statement:	
	Charges for depreciation, impairment and amortisation of non-current assets:	
(4,412)	Property, plant and equipment	(6,925)
(23)	Heritage assets	(23)
(157)	Intangible assets	(157)
(576)	Revenue expenditure funded from capital under statute	(833)
	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement:	
(102)	Property, plant and equipment	(10)
62	Movements in the market value of investment property credited/(charged) to the Comprehensive Income and Expenditure Statement	383
	Insertion of items not debited or credited to the comprehensive income and expenditure statement	
	Capital expenditure charged against the General Fund balance:	
3,998	Statutory provision for the financing of capital investment charged against the General Fund	241
662	Use of Revenue to fund capital expenditure	1,124
258	Use of S106 to finance new capital expenditure	706
	Adjustments involving the capital grants unapplied account:	
329	Use of the capital grants to finance new capital expenditure	774
	Adjustments involving the capital receipts reserve:	
702	Use of the capital receipts reserve to finance new capital expenditure	542
	Adjustments involving the revaluation reserve:	
131	Accumulated gains on non-current assets disposed of	10
870	Difference between current value depreciation over historic cost depreciation: property, plant and equipment	2,030
68,086	Total Adjustments	65,948

Deferred capital receipts

The Deferred Capital Receipts Reserve represents proceeds yet to be realised from the sale of property, plant and equipment. When received the proceeds will be transferred to the Usable Capital Receipts Reserve. A summary of the movement in the reserve during the year is as follows:

2015/16 (Restated) £'000		2016/17 £'000
-	As at 1 April	1,974
1,974	Deferred receipts - recognition of PPE and Section 106 donated assets	564
-	Increase in carrying amount to realised receipts	14
-	Realised in year	(105)
1,974	As at 31 March	2,447

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.

2015/16 £'000		2016/17 £'000
	<i>Council tax</i>	
362	As at 1 April	335
(27)	Amount by which council tax credited to the Comprehensive Income and Expenditure Statement is different from council tax income calculated for the year in accordance with statutory requirements	72
335	As at 31 March	407
	<i>Non-domestic rates</i>	
2,250	As at 1 April	(2)
(2,252)	Amount by which non-domestic rates credited to the Comprehensive Income and Expenditure Statement is different from business rate income calculated for the year in accordance with statutory requirements	810
(2)	As at 31 March	808
333	Total	1,215

Pension Reserve

The Pension Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions.

The Council accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions, and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Council makes employer's contributions to the Hertfordshire Local Government Pension Scheme.

The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid. A summary of the movement in the reserve during the year is as follows:

2015/16 £'000		2016/17 £'000
(37,253)	As at 1 April	(32,562)
5,699	Remeasurement of the net defined pension liability (note 28)	(5,370)
(3,140)	Reversal of items relating to retirement benefits debited or credited to the Surplus/Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement (note 13 & 28)	(2,938)
2,132	Employers contribution payable to scheme (note 13 & 28)	2,655
(32,562)	As at 31 March	(38,215)

Accumulated Absences Account

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

2015/16 £'000		2016/17 £'000
(103)	Settlement of accrual made at the end of the preceding year	(108)
(5)	Amount by which remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in accordance with statutory requirements	13
(108)	Amounts accrued at the end of the current year	(95)

31. Cash Flow Statement - operating activities

2015/16 (Restated) £'000		2016/17 £'000
	Adjustments for Non-cash movements:	
	<i>Charges for depreciation, impairment and amortisation of non-current assets:</i>	
4,413	Property, plant and equipment	6,926
23	Heritage assets	23
157	Intangible assets	157
(4)	Reversal of impairment charges recognised in the Surplus or Deficit on provision of Services: property, plant and equipment	-
2	Impairment of investments	-
(62)	Movements in the value of investment properties	(383)
(1,974)	Donated assets	(564)
	<i>Carrying amount of non-current assets sold:</i>	
102	Property, plant and equipment	10
1,008	Non cash pension costs	283
(4)	Movement in respect of financial guarantee	(4)
27	Movement in respect of internal interest	19
(3)	(Increase)/decrease in inventories	1
9	(Increase)/decrease in revenue debtors	567
812	Increase in revenue creditors & provisions	(625)
4,506		6,410
	Adjustments for items that are investing or financing activities:	
(887)	Capital grants credited to surplus on the provision of services	(5,387)
(685)	Proceeds from the sale of non-current assets:	(771)
(1,572)		(6,158)
	The cash flows for operating activities include the following:	
344	Interest received	346

32. Contingent Assets

Proceeds of Right to Buy

In 1994, the Council sold its housing stock to two Housing Associations at below the market value as tenants were still occupying the homes. The agreement signed between the Council and the Housing Associations stipulates that any sale of these properties (right to buy) results in part of the proceeds reverting to the Council. However, the quantum of any future revenue cannot be reasonably determined as the Council is not aware of the number of properties that will be sold in the future.

Claim against HMRC

The Council has applied for the payment of compound interest on the repayments of output VAT made in prior years as a result of the 'Fleming Case'. This is contingent on a decision by the Supreme Court in the matter of HMRC's liability to make such payments.

33. Contingent Liabilities

Financial Guarantees

The Council has committed itself to providing lending to its wholly-owned subsidiary, Elstree Film Studios Limited, if required.

Other contingent liabilities

The Council is in receipt of a claim in respect of mesothelioma personal injury to a former employee of a body to which the Council is a successor. The fact of the Council's liability has not been established and accordingly any amount cannot be quantified nor any potential date of resolution determined.

The Council is in receipt of a Tree Preservation Order (TPO) compensation claim which was initiated in financial year 2015/16 but has still not been settled. The Council is also liable for the costs relating to a small number of planning and housing issues. The precise amounts cannot be quantified nor the date of resolution determined but the sums involved are not considered material to the Council's accounts and have not been provided for.

34. Related Party Transactions

The Council is required to disclose all material related party transactions included within this Statement of Accounts. Related parties of the Council include:

- Central Government
- Other Local Authorities and other bodies precepting or levying demands on council tax
- The Council's Members and Chief Officers
- Subsidiary and associated companies
- Other entities with which the Council carries on any form of collaborative venture

Central Government

Central Government has the effective control over the general operations of the Council. It is responsible for providing the statutory framework within which the Council operates, provides a major proportion of its

funding in the form of grants, and prescribes the terms of many of the transactions that the Council has with other parties (e.g. housing benefits). Details of principal transactions with government departments are set out in note 8.

Other local authorities and other bodies' precepting or levying demands on the council tax

Details of the amounts precepted and demanded are set out in the Council's Collection Fund Statement.

Members

Members of the Council have direct control over the Council's financial and operating policies. The total of members allowances paid in 2016/17 is shown in note 9.

Thirty-two members represent the Council on the governing bodies of voluntary and community organisations. Grants totalling £392k (2015/16: £395k) were made to such organisations by the Council in the year. Details of the interests of members in external organisations are maintained in the Register of Members' Interests. There were no material transactions with organisations that members had disclosed an interest in.

Chief Officers

Chief Officers are entitled to receive car loans from the Council. During the year no loans were made to chief officers (2015/16: nil), repayments of £4k (2015/16: £3k) were received and £3k was receivable at 31 March 2017 (2015/16: £7k).

Pension Fund

Transactions and balances with Hertfordshire Local Government Pension Scheme have been disclosed in note 28.

Elstree Film Studios Limited

Elstree Film Studios Limited is a wholly owned subsidiary of the Council which began trading on 1 April 2007. The accounts for Elstree Film Studios Limited are consolidated with the Council's accounts and summarised accounts for the company are disclosed in the Group Accounts section.

The company occupies premises owned by the Council and included in the Council's balance sheet at a net book value of £12.1 million (2016: £12.3 million). In addition, the Council has carried out further development of the site occupied by the company for commercial activity, which is included in the Council's balance sheet as an asset under construction at a cost of £3.9 million (2016: £3.8 million). The arrangement with the Studios consists of a license fee payable to the Council by the company for the use of the site. During the year the Council received £1,600k (2015/16: £1,363k).

The amount due to Hertsmer Borough Council from Elstree Film Studios Limited of £452k (2016: £724k) includes a loan (£250k, 2016 - £250k), accrued interest £2k, 2016 - £2k) and rental income (£200k, 2016 - £472k).

Hertsmer Developments Limited

Hertsmer Developments Limited has been established as a general commercial company limited by shares. The registered office is the Council's Civic Offices. The company has issued share capital of 100 shares with a face value of £1.00 each all of which are owned by Hertsmer Borough Council. The company will take forward the development of land within the Borough with a view to generating future income streams.

Elstree Film and Television Studios Limited

The Council applied for dissolution of the above company prior to 31 March 2016. During 2015/16 the Council received a final dividend from the company in the sum of £2k. The carrying value of the Council's investment of £2k was written off during 2015/16.

Hertsmere Leisure Trust

Hertsmere Leisure Trust was the successful bidder when the contract to manage the Council's leisure services was re-awarded in 2011. The contract included management of leisure centres and community centres as before and in addition took over the activities previously managed by the Council's subsidiary Bushey Country Club Limited, together with the delivery of the play, 50 plus and parks events programmes previously provided by the Council itself.

The contract is for an initial 10 years from 1 February 2012 with an option to extend by a further five years. The contract stipulates that the Council should receive income of £257,000 per annum over the initial 10 years. Hertsmere Leisure Trust is also responsible for carrying out all repairs and maintenance during that period; this expenditure was previously budgeted at £254,000 per annum by the Council. The leisure contract has generated significant budget savings for the Council and is regarded as a contract which will deliver value for money for Hertsmere's residents.

At the end of the contract, the premises, plant and machinery will be returned to the Council in the same condition. This ensures that the service delivery capability of the facilities is maintained and enhanced throughout the 10 year period and possibly beyond.

West Herts Crematorium

The Council is represented on the Joint Committee, or governing body, of West Herts Crematorium. Each of the four Hertfordshire boroughs represented is required to contribute to any deficit incurred by the operations of the crematorium. The Council made no such contribution in the year (2016: £nil). The Joint Committee is required to return to the Councils any surpluses arising after financing of capital expenditure, repayment of debt and transfers to reserves. During the year, the Council received a share of such surpluses in the sum of £50k (2016: £50k).

Hertfordshire CCTV Partnership

The Council participates in the Hertfordshire CCTV Partnership in conjunction with three other boroughs. The lead partner is Stevenage Borough Council, on whose premises the control and monitoring room is located. A limited company (Hertfordshire CCTV Partnership Limited, registration number 09295528) was formed in November 2014; the Council holds 14% of the share capital (£14) and is represented on the board. The company commenced trading on 1 April 2015. Its purpose is to enable the partnership to pursue commercial trading by providing services to third parties.

Hertfordshire Building Control Limited

The Council partnered with six local authorities across Hertfordshire to create a new fully integrated building control service which was launched in August 2016; the Council holds 14% of the share capital (£7) and is represented on the board. The company aims to provide a more flexible and efficient response to building control issues across the county. Control is shared equally among the seven partners and the company will operate out of the Hertsmere Civic Offices. In 2016/17 the Council's share of losses for the year amounted to £15.7k (2015/16 £0k). In August 2016 the council made a loan to the company of £107k which is held in Long Term Debtors (other loans) on the balance sheet.

The Collection Fund

COLLECTION FUND 2015/16	Business Rates £'000	Council Tax £'000	Total £'000
INCOME			
Council Tax Receivable	-	59,326	59,326
Business Rates Receivable	47,573	-	47,573
Transitional Protection Payments receivable	(111)	-	(111)
	47,462	59,326	106,788
EXPENDITURE			
Precepts, Demands and Shares			
DCLG	(23,083)	-	(23,083)
Hertsmere Borough Council	(18,467)	(7,073)	(25,540)
Hertfordshire County Council	(4,617)	(44,475)	(49,092)
Hertfordshire Police & Crime Commissioner	-	(5,761)	(5,761)
	(46,167)	(57,309)	(103,476)
Charges to Collection Fund			
Write offs of uncollectable amounts	(44)	(33)	(77)
Increase (-) / Decrease in Impairment Allowance	(63)	(84)	(147)
Increase (-) / Decrease in Provision for Appeals	(3,417)	-	(3,417)
Cost of Collection	(150)	-	(150)
	(3,674)	(117)	(3,791)
Surplus / (Deficit) for the year	(2,379)	1,900	(479)
Apportionment of Previous Year Deficit			
DCLG	(1,626)	-	(1,626)
Hertsmere Borough Council	(1,301)	(266)	(1,567)
Hertfordshire County Council	(325)	(1,647)	(1,972)
Hertfordshire Police & Crime Commissioner	-	(218)	(218)
	(3,252)	(2,131)	(5,383)
Surplus / Deficit (-) arising during the year	(5,631)	(231)	(5,862)
Surplus / Deficit (-) brought forward 1st April	5,625	2,921	8,546
Surplus / Deficit (-) carried forward 31st March	(6)	2,690	2,684
- Hertsmere Borough Council (included in reserves)	(2)	335	333
- Precepting authorities (included in current assets or liabilities)	(4)	2,355	2,351
	(6)	2,690	2,684

COLLECTION FUND 2016/17	Business Rates £'000	Council Tax £'000	Total £'000
INCOME			
Council Tax Receivable	-	62,181	62,181
Business Rates Receivable	48,254	-	48,254
Transitional Protection Payments receivable	(79)	-	(79)
	48,175	62,181	110,356
EXPENDITURE			
Precepts, Demands and Shares			
DCLG	(23,552)	-	(23,552)
Hertsmere Borough Council	(18,841)	(7,544)	(26,385)
Hertfordshire County Council	(4,711)	(46,866)	(51,577)
Hertfordshire Police & Crime Commissioner	-	(5,806)	(5,806)
	(47,104)	(60,216)	(107,320)
Charges to Collection Fund			
Write offs of uncollectable amounts	(54)	(153)	(207)
Increase (-) / Decrease in Impairment Allowance	83	(114)	(31)
Increase (-) / Decrease in Provision for Appeals	1,274	-	1,274
Cost of Collection	(152)	-	(152)
	1,151	(267)	884
Surplus / (Deficit) for the year	2,222	1,698	3,920
Apportionment of Previous Year Surplus			
DCLG	(98)	-	(98)
Hertsmere Borough Council	(78)	(135)	(213)
Hertfordshire County Council	(20)	(862)	(882)
Hertfordshire Police & Crime Commissioner	-	(110)	(110)
	(196)	(1,107)	(1,303)
Surplus / Deficit (-) arising during the year	2,026	591	2,617
Surplus / Deficit (-) brought forward 1st April	(6)	2,690	2,684
Surplus / Deficit (-) carried forward 31st March	2,020	3,281	5,301
- Hertsmere Borough Council (included in reserves)	808	407	1,215
- Precepting authorities (included in current assets or liabilities)	1,212	2,874	4,086
	2,020	3,281	5,301

Notes to the Collection Fund

1. General

This account reflects the statutory requirement for billing authorities to maintain a separate Collection Fund. It shows the transactions of the Council in relation to non-domestic rates and the council tax, which the Council collects as agents for its preceptors (note 4 below). It illustrates the way in which these sums have been distributed to preceptors and the Council. The Collection Fund is consolidated with other accounts of the Council and is prepared on an accruals basis.

2. Provision for Irrecoverable Debts

During the year the provision for irrecoverable council tax was increased by £114k (2015/16: increase £84k) and £153k (2015/16: £33k) irrecoverable debts were written off. The provision for irrecoverable business rates was reduced by £83k (2015/16: increase £63k) and £54k (2015/16: £44k) irrecoverable debts were written off.

3. Income from Business Rates

The Council collects non-domestic rates for its area, which are based on local rateable values multiplied by a uniform rate. During the year the rate with Small Business Relief was 48.4p (2015/16: 48.0p) and 49.7p (2015/16: 49.3p) with no relief. The total rateable value of properties at the year end amounted to £119m (2016: £114.1m). The total amount, less certain reliefs and other deductions, is allocated amongst the Council, Hertfordshire County Council as a preceptor and DCLG (see notes 1 and 2 above). The Council's share is paid into the General Fund.

4. Precepts and Demands

During the year the following authorities made precepts or demands on the Collection Fund of the Council.

Precepts, Demands and Shares	Business Rates £'000	Council Tax £'000	Total £'000
DCLG	(23,552)	-	(23,552)
Hertsmere Borough Council	(18,841)	(6,410)	(25,251)
Hertfordshire County Council	(4,711)	(46,866)	(51,577)
Hertfordshire PCC	-	(5,806)	(5,806)
Aldenham Parish Council	-	(610)	(610)
Elstree & Borehamwood Town Council	-	(443)	(443)
Shenley Parish Council	-	(71)	(71)
South Mimms	-	(10)	(10)

5. Council Tax

This tax is a property-based tax and assumes that two adults are resident in the property. Discounts are available for single residents. The discount for second properties is 10% and long-term empty properties are subject to up to 150% charge. Properties are placed into one of eight valuation bands. The base, upon which the council tax is calculated, is the total number of dwellings in each valuation band (after adjusting for discounted dwellings) converted to an equivalent number of Band D dwellings (excluding dwellings where the householder receives support under the Council's own support scheme). For 2016/17 the numbers as approved by full Council on 20 January 2016 (Ref: C/16/08) were as follows:

Band	Valuation			Number of dwellings equivalents (after applying discounts and premiums to calculate taxbase)	Total number of band D equivalents (after allowance for council tax support)
	£			No.	No.
A	Up	to	40,000	482	247
B	40,001	to	52,000	2,365	1,196
C	52,001	to	68,000	5,693	4,013
D	68,001	to	88,000	12,702	11,162
E	88,001	to	120,000	7,903	9,245
F	120,001	to	160,000	3,841	5,450
G	160,001	to	320,000	4,168	6,898
H	Over 320,000			978	1,952
Total number of equivalent band D dwellings					40,163
Assumption of 97.6% collection					39,199
Number of equivalent band D contribution in lieu					297
Total tax base					39,496

Group Accounts

Introduction

In order to provide a full picture of the economic and financial activities of the Council and its exposure to risk, the accounting statements of a material subsidiary are consolidated with those of the Council. The resulting Group Accounts are presented in addition to the Council's single entity accounts. They include the core accounting statements, similar in presentation and purpose to the Council's accounts, and any explanatory notes considered necessary to explain material movements from the single entity accounts. Where no notes are given, users of the accounts should refer to the notes in the single entity accounts.

Group accounts have been prepared under the requirements of the Code of Practice on Local Authority Accounting, consolidating any material subsidiary, associate or joint venture entities over which the Council exercises control or influence.

Elstree Film Studios Ltd (EFS), is a company formed in April 2007, since when the Council has owned 100% of shares (purchased for a cash consideration of £1), and so has been consolidated as a subsidiary. The arrangement with EFS consists of a license fee payable to the Council by the company for the use of the site.

EFS provide film and television studio space and related production and back office units for hire within the media industry.

Accounting Policies

EFS has prepared the financial statements under the historical cost convention and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006. The first time adoption of FRS102 has resulted in a change in accounting policy whereby the surplus position on the company's defined benefit scheme is now recognised on the balance sheet. These accounts were signed off by their auditors Berg Kaprow Lewis LLP on the 4 July 2017. The Council has reviewed the accounting policies applied by EFS and has concluded that there are no material adjustments required to align accounting policies. Both entities have a financial year end of 31 March.

As a subsidiary, the accounts of EFS have been consolidated with those of the Council on a line by line basis, and any balances and transactions between the parties have been eliminated in full. EFS's expenditure and income, adjusted for transactions with the Council, is included as a discrete service line in the Comprehensive Income and Expenditure Statement; and balance sheet values are similarly incorporated into the relevant headings of the Balance Sheet, removing balances owed between the two parties.

Prior Year Adjustment

The Council has restated comparative information as at 31 March 2016 to reflect interests it had acquired in 2015/16 in S106 affordable housing properties in lieu of a cash receipt. This interest (£1.974m) was initially recognised in the balance sheet as Property, Plant and Equipment with the opposite entry credited as income in the Taxation and Non-Specific Grant Income and Expenditure line in the Comprehensive Income and Expenditure Statement. These entries were subsequently reversed via the Movement in Reserves and replaced with a long term debtor (non-current assets) and matched with a deferred capital receipt (unusable reserves). At this date, as none of the interest had been realised there was no increase in the Council's usable reserves.

Group movement in reserves statement

2015/16	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (HBC)	Usable Reserves Elstree Studio	Total Usable Reserves (Group)	Unusable Reserves (HBC)	Unusable Reserves Elstree Studio	Total Unusable Reserves (Group)	Total Reserves (Group)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2015	23,887	6,284	626	30,797	183	30,980	64,425	-	64,425	95,405
Prior Year Adjustment - FRS102	-	-	-	-	-	-	-	52	52	52
Balance at 31 March 2015 - restated	23,887	6,284	626	30,797	183	30,980	64,425	52	64,477	95,457
Total comprehensive income and expenditure	375	-	-	375	45	420	14,795	65	14,860	15,280
Adjustments between accounting basis and funding basis under regulations	295	(17)	299	577	37	614	(577)	(37)	(614)	-
Total Increase / (decrease) during the year	670	(17)	299	952	82	1,034	14,218	28	14,246	15,280
Balance at 31 March 2016	24,557	6,267	925	31,749	265	32,014	78,643	80	78,723	110,737

2016/17	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (HBC)	Usable Reserves Elstree Studio	Total Usable Reserves (Group)	Unusable Reserves (HBC)	Unusable Reserves Elstree Studio	Total Unusable Reserves (Group)	Total Reserves (Group)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2016	24,557	6,267	925	31,749	265	32,014	78,643	80	78,723	110,737
Total comprehensive income and expenditure	3,265	-	-	3,265	95	3,360	18,558	190	18,748	22,108
Adjustments between accounting basis and funding basis under regulations	(1,132)	318	3,907	3,093	33	3,126	(3,093)	(33)	(3,126)	-
Total Increase / (decrease) during the year	2,133	318	3,907	6,358	128	6,486	15,465	157	15,622	22,108
Balance at 31 March 2017	26,690	6,585	4,832	38,107	393	38,500	94,108	237	94,345	132,845

Group Comprehensive Income & Expenditure Statement (Restated)

Gross Expenditure £'000	Gross Income £'000	2015/16 Net Expenditure £'000		Gross Expenditure £'000	Gross Income £'000	2016/17 Net Expenditure £'000
5,763	(3,011)	2,752	Asset Management	7,264	(3,195)	4,069
111	-	111	Audit & Assurance	109	-	109
624	-	624	Corporate Management	760	-	760
662	(257)	405	Engineering Services	720	(335)	385
1,210	(321)	889	Environmental Health	1,187	(337)	850
44,443	(42,537)	1,906	Finance & Business Services	43,085	(40,958)	2,127
491	(107)	384	General Expenses	451	(117)	334
2,301	(998)	1,303	Housing Services	2,641	(1,046)	1,595
1,324	(271)	1,053	Human Resources & Customer Services	1,263	(284)	979
1,584	(404)	1,180	Legal & Democratic Services	1,682	(589)	1,093
1,719	(195)	1,524	Partnership & Community Engagement	2,581	(323)	2,258
2,056	(1,126)	930	Planning & Building Control	2,524	(1,110)	1,414
6,980	(2,786)	4,194	Street Scene Services	7,222	(3,306)	3,916
2,735	(4,315)	(1,580)	Elstree Film Studios Ltd	2,834	(4,682)	(1,848)
72,003	(56,328)	15,675	Net cost of services	74,323	(56,282)	18,041

2015/16 Net (Income) / Expenditure £'000		2016/17 Net (Income) / Expenditure £'000
	Other operating income and expenditure:	
(582)	(Surplus)/deficit on disposal of property, plant and equipment	(761)
942	Parish precepts	1,134
360		373
	Finance and investment income and expenditure	
39	Interest payable and similar charges	20
(378)	Interest receivable and similar income	(340)
(62)	(Increase)/decrease in fair value of investment property	(383)
(366)	Rental income from investment property	(453)
2	Impairment/(reversal of impairment) to financial assets	-
(70)	(Surpluses)/deficits on trading undertakings not included in net cost of services	(19)
1,152	Net interest cost on the defined benefit pension liability	1,091
317		(84)
	Taxation and non-specific grant income:	
(7,311)	Council tax income	(7,752)
(2,721)	Non-domestic rates income and expenditure	(4,401)
(3,916)	Non-ring-fenced government grants	(3,611)
(886)	Recognised capital grants and contributions	(5,387)
(1,974)	Donated assets (note 6)	(564)
(16,808)		(21,715)
36	Tax expense of subsidiary	25
(420)	(Surplus)/Deficit for the year on Provision of Services	(3,360)
	Items that will not be reclassified to the (Surplus) or Deficit on the Provision of Services	
(9,096)	(Surplus) arising on the revaluation of property, plant and equipment	(23,928)
(5,764)	Remeasurement of the net defined pension liability	5,180
(14,860)	Other Comprehensive Income and Expenditure	(18,748)
(15,280)	Total Comprehensive Income and Expenditure	(22,108)

Group Balance Sheet (Restated)

31 Mar 2016 £'000		31 Mar 2017 £'000
	Non-Current Assets:	
106,218	Property, plant and equipment	124,701
1,358	Heritage assets	1,335
7,502	Investment property	8,673
458	Intangible assets	300
4,241	Debtors receivable after one year	2,708
20	Investments	20
119,797	Total non-current assets	137,737
	Current Assets:	
82	Inventories	81
3,988	Debtors	6,293
30,069	Investments	46,084
12,628	Cash and cash equivalents	4,002
46,767	Total current assets	56,460
166,564	Total assets	194,197
	Current Liabilities:	
11,462	Creditors	14,250
829	Provisions	416
12,291	Total current liabilities	14,666
154,273	Total assets less current liabilities	179,531
	Non-Current Liabilities:	
7,793	Capital grants received in advance	7,801
32,482	Liability related to defined benefit pension scheme	37,978
1,660	Other liabilities	-
1,601	Provisions	907
43,536	Total non-current liabilities	46,686
110,737	Net assets	132,845
	Financed by:	
32,014	Usable Reserves	38,500
78,723	Unusable Reserves	94,345
110,737	Total reserves	132,845

Group Cash Flow Statement (Restated)

2015/16 £'000		2016/17 £'000
420	Surplus for the year on the provision of services	3,360
4,652	Adjustments to surplus on the provision of services for non-cash movements	6,549
(1,572)	Adjustments for items included in the surplus on the provision of services that are investing and financing activities	(6,158)
3,500	Net cash inflow from operating activities	3,751
	Investing Activities:	
(1,895)	Purchase of property plant and equipment, investment property and intangible assets	(2,078)
(30,020)	Purchase of short-term and long-term investments	(46,000)
-	Other payments for investing activities	(107)
	Proceeds from the sale of non-current assets:	
898	Property plant and equipment	279
20,000	Proceeds from the redemption of short-term and long-term investments	30,000
4,445	Grants received towards the purchase of property plant and equipment	5,307
-	Other receipts from investing activities	143
(6,572)	Net cash outflow from investing activities	(12,456)
	Financing Activities:	
(194)	Loan from Local Enterprise Partnership	(808)
(2,522)	Cash inflow from agency arrangements for the collection of NNDR and council tax	887
(2,716)	Net cash inflow / (outflow) from financing activities	79
(5,788)	Net decrease in cash and cash equivalents	(8,626)
18,416	Cash and cash equivalents at the beginning of the reporting period	12,628
12,628	Cash and cash equivalents at the end of the reporting period	4,002
	Cash & cash equivalents comprise:	
12,628	Cash at bank and in hand and call deposits	4,002
12,628	Cash and cash equivalents at the end of the reporting period	4,002

Notes to the Group Accounts

The notes below give information on the areas that have materially changed on the consolidation of the group entities into the Council's individual accounts.

1. Accounting Policies

The accounting policies of the Group are the same as those applied to the Council's single entity accounts except for the following policies which are specific to the Group Accounts.

Tax Expense

The tax expense represents the sum of the tax currently payable and deferred tax not recognised in other comprehensive income or directly in equity.

The tax payable in respect of the year is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates and laws that have been enacted or substantially enacted by the reporting date.

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2. Summary Financial Position of Subsidiary

Elstree Film Studios Ltd has been consolidated in the group accounts as a 100% owned subsidiary. The summary financial position of the company is shown below.

2015/16 £'000	Profit and Loss Account	2016/17 £'000
4,315	Turnover	4,682
(2,430)	Cost of sales	(2,919)
1,885	Gross Profit	1,763
(1,786)	Administrative expenses	(1,635)
1	Interest receivable and similar income	2
(20)	Interest payable and similar charges	(12)
1	Other finance income	2
81	Profit before taxation	120
(36)	Taxation	(25)
45	Profit for the year	95
65	Actuarial gain related to pension scheme	190
110	Recognised gains for the year	285

31-Mar-16 £'000	Balance Sheet	31-Mar-17 £'000
594	Tangible Fixed Assets	563
	<i>Current Assets</i>	
709	Debtors	707
827	Cash	824
	<i>Current Liabilities</i>	
(1,578)	Creditors due within one year	(1,424)
	<i>Non-Current Liabilities</i>	
(250)	Creditors due after more than one year	(250)
(37)	Provision for deferred tax	(27)
80	Pension scheme asset	237
345	Net Assets	630
	<i>Capital and Reserves</i>	
-	Called up share capital	-
80	Pension scheme reserve	237
265	Profit and Loss Account	393
345	Shareholders' Funds	630

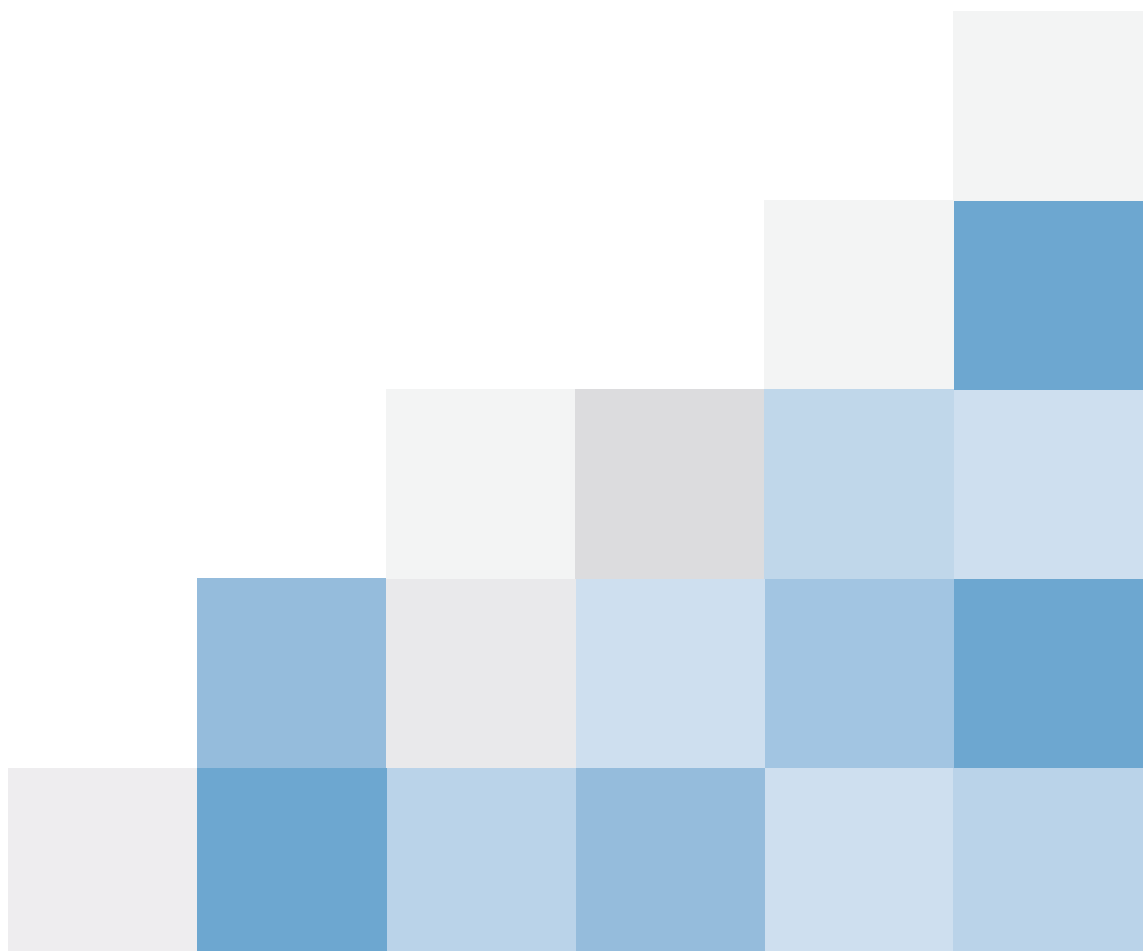
3. Debtors and Creditors

With the elimination of transactions between the Council and Elstree Film Studios Ltd as its subsidiary, debtors and creditors between these parties are excluded.

4. Contingent Liabilities

Elstree Film Studios Limited is a co-defendant in a health and safety regulatory prosecution in the Crown Court. The Company is rigorously defending the case and current legal advice is that it has "reasonable to good" chances of successfully defending the case. In the event of the Company losing the action any legal costs would be covered by their insurers although any fine levied would be a cost to the Company. Currently the amount of any potential fine cannot be reliably estimated and therefore no provision has been made in these accounts.

Annual Governance Statement for the year 2016/17



This Annual Governance Statement covers the 2016/17 financial year and up to the date of the approval of the audited accounts.

Scope of Responsibility

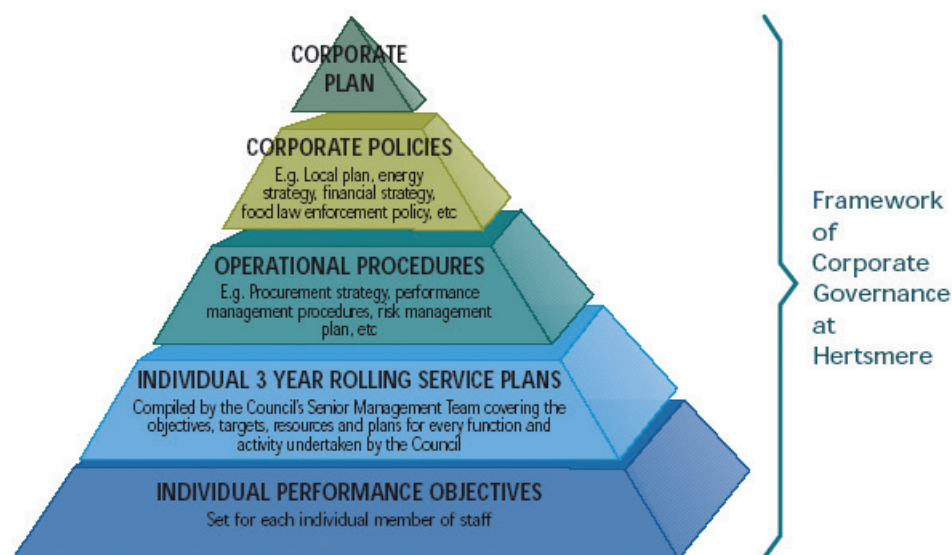
1. Hertsmere Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.
2. The Council also has a duty under the Local Government 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.
3. 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.
4. This Governance Statement explains how the Council has maintained sound governance during the financial year 2016/17 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 2017 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 it 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 diagram below shows how the Council's plans and strategies link together. The model recognises the external influence of the Community Strategy as well as internal business planning processes:-



10. 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

11. The Council has adopted the Leader and Cabinet style of political management under the Local Government Act 2000 and has a comprehensive Constitution to govern its actions and decision-making.
12. The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to the local community. Some of these procedures are required by law, whilst others are adopted by the Council. The Constitution is reviewed annually and is available on the Council's website and intranet.
13. The Council has an approved Local Code of Governance, which sets out and describes its commitment to good governance and identifies the arrangements that have been and will continue to be made to ensure its ongoing effective implementation and application in all aspects of the Council's work. The Local Code of Governance is available on the Council's website and intranet.
14. The Council acknowledges its responsibility for internal control, and for ensuring that its systems maintain the integrity of accounting records and safeguard its assets. These systems provide reasonable assurance as to the reliability of financial information and to maintain proper control over the income, expenditure, assets and liabilities of the Council. However, no system of internal control can provide absolute assurance against material misstatement or loss.

15. The Chief Officers' Board and the Senior Management Team are aware of the financial and other procedures and controls outlined in the Constitution, and each Director and each Head of Service is required to sign a declaration of compliance, in the form of a Management Assurance Statement, at the end of each year – this evidences, amongst other things, that their staff are aware of and consistently apply the requirements of the Constitution.
16. Elected Members as decision-makers have to declare conflicts of interest as and when they occur, as well as on an annual basis.

Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users / translating the vision into objectives for the authority and its partnerships

17. The Council and its partner agencies in the Local Strategic Partnership (LSP) Hertsmere Together have a Sustainable Community Strategy which is underpinned by the Council's Corporate Plan. The Community Strategy was reviewed during 2012 and the revised strategy 2013 – 2016 was launched at the LSP in March 2013 and adopted by the Council in 2013. The review of the Community Strategy commenced in February 2017 with a stakeholder workshop and consultation undertaken. It is anticipated that a refreshed Community Strategy will be presented to the LSP in June 2017 for adoption.
18. The Community Strategy and Corporate Plan ensure that the Council's strategic plans, priorities and targets are robustly developed in consultation with local communities and other key stakeholders.
19. The Corporate Plan and associated Performance Management Framework was reviewed during 2016/17. The high level vision, priorities and organisational values were agreed by the Council in November 2016.



20. The existing Corporate Plan priorities with regard to supporting our communities are closely allied to the strategic objectives in the Community Strategy to ensure an integrated approach to delivering services that meet community needs.

Local Strategic Partnership “Community Strategy” Strategic Objectives	Hertsmere Borough Council Corporate Plan High Level Priorities
<p>Safer Communities</p> <p>To create safer environments by tackling crime (particularly dwelling burglary and vehicle crime), antisocial behaviour and alcohol related disorder.</p> <p>To improve lives by reducing harm caused to communities by drugs,</p> <p>To reduce offending and manage offender behaviour.</p> <p>To build community confidence and increase feelings of safety.</p>	<p>Supporting our Communities</p> <p>Work in partnership to build a safe, strong and cohesive community</p>
<p>Healthier Communities</p> <p>To promote healthy weight and increase physical activity.</p> <p>To improve mental health and emotional wellbeing.</p> <p>To create a healthy culture across all services, all communities and all workplaces.</p>	<p>Supporting our Communities</p> <p>Support our residents to be healthier and live longer</p> <p>Provide opportunities to enable all the people of Hertsmere to lead fulfilling lives</p>
<p>Thriving Communities</p> <p>To provide accessible opportunities to skills development and financial advice</p> <p>To increase community involvement and cohesion so people feel empowered and that they belong</p> <p>To enable people to take part in decision making processes, increasing pride in communities and assisting ideas to thrive.</p> <p>To support the development of volunteering, social enterprise and business opportunities.</p>	<p>Supporting our Communities</p> <p>Provide opportunities to enable all the people of Hertsmere to lead fulfilling lives</p>

Reviewing the Council's vision and its implications for the Council's governance arrangements

21. The Council's Corporate Plan has been subject to ongoing review and the previous vision, priorities and values were subject to review and consultation in 2016. A new approach has been agreed with a high level vision 2020 Vision as above at paragraph 19, with the key priorities and organisational values agreed at Council in November 2016. This will be supported with an Annual Corporate Action Plan and Annual Report of Performance. The Performance Management Framework is also being revised to reflect the new arrangements.
22. The Corporate Plan will always form part of the Council's governance arrangements as, together with the Community Strategy, they fully encompass Council and community priorities for the Borough and they are used to inform other key documents such as the Council's Medium Term Financial Strategy.
23. The Council publishes an Annual Statement of Accounts, which show its activities, achievements, financial position and performance.

Measuring the quality of services for users, for ensuring they are delivered in accordance with the Council's objectives and for ensuring that they represent the best use of resources

24. The Corporate Plan provides the benchmarks for performance within the Council, and the Annual Statement of Accounts shows the achievements against the Plan. The Council allocates resources based on its priorities, as set out in the Plan as well as in other Policy Framework Documents and the Communications Strategy and Residents' Survey.
25. The Council has made proper arrangements for monitoring and reporting performance through the Executive Performance Management Panel and Scrutiny Committees, and has sound systems to provide management and financial information. Where performance does not meet the planned levels, the Panel requests that a remedial action plan is produced and monitors progress with the improvement work. This is being reviewed for 2017/18 as part of the revised Performance Management Framework.
26. The Council aims to provide high-quality services for everyone in the Hertsmere area and recognises the importance of customer feedback (i.e. Comments, Compliments or Complaints). The Council has approved a Customer Feedback Procedure, which is available both in leaflet form in the Civic Offices' Reception and in the Area Offices as well as on the website.
27. The Council aims to use its resources efficiently, effectively and economically – the Constitution provides specific guidance in this.
28. The Council has entered into a number of shared service initiatives, e.g. with Hertfordshire County Council, North Herts District Council, East Herts Council, Stevenage Borough Council, Broxbourne Borough Council, Three Rivers District Council and Welwyn Hatfield Borough Council as well as the Hertfordshire Constabulary.

Defining and documenting the roles and responsibilities of the Executive, non-Executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication

29. The Council's Constitution sets out the roles and responsibilities of both Members and officers. It also commits the Council to provide clear leadership to the community. It aims to enhance the involvement of citizens in decision-making and make the decision-making process efficient, effective and transparent and those involved in it accountable.

30. There are regular meetings of the Council, the Executive, the Management Board, the Chief Officers' Board and the Senior Management Team.
31. In addition, there are regular meetings of the following Committees:
 - Planning, Licensing, Operations Review, Policy Review, Personnel, Standards and Audit
 - Each having clear terms of reference covering the business they respectively conduct.
32. There is a realistic level of delegation in place, which permits the Council's business to be conducted as effectively as possible.
33. Committee terms of reference and levels of delegation are kept under review to ensure that there is a clear demarcation of roles between the Council, Executive and various Committees, and between the Committees and officers. These boundaries are understood in order to manage reputational and uninsurable risks that are contrary to the best interests of the Council, and it is advisable to have regular training in respect of these roles.
34. The Council's Forward Plan and publication of minutes provides the Operations Review Committee and the Policy Review Committee with proposed and recently made executive decisions including key decisions, which are used to determine items for call-in or scrutiny.
35. In addition the Council has created a list of policies and strategies, which identifies the responsible officer and when the policy is due for review. This document is used by Councillors wishing to raise items on the scrutiny agenda.
36. The Constitution includes roles and responsibilities of the three statutory officers, and the Chief Officers, as well as Proper Officer Functions. In addition each Head of Service has an up to date Scheme of Delegation which is reviewed annually. Roles and responsibilities of officers are further defined in the job descriptions for each post.
37. The Constitution also provides a Protocol for Member/Officer Relations and Codes of Conduct, which define the standard of behaviour that the Council requires of both Members and Officers. These also ensure that Members and Officers are not influenced by prejudice, bias or conflict of interest in their work.

Developing, communicating and embedding Codes of Conduct, defining the standards of behaviour for Members and officers

38. The Council's Constitution sets out:
 - Code of Conduct for Members – this includes General Provisions, Interests and the Register of Members' Interests, including Gifts and Hospitality. The Register entries are renewed annually and when Members are elected or re-elected. Members are regularly advised to keep their entries accurate and up to date. The Register is subject to review by both Management and SIAS. Members are also required to declare the existence and nature of interests at meetings and these are recorded in the minutes of the meeting.
 - Local Code of Guidance for Members and Officers involved in Planning Matters – this includes conduct of Members and officers, Procedures for Committees considering Planning Matters, Site Visits by Members and by the Planning Control Committee
 - Officers' Code of Conduct – this includes Duties, Disclosure of Information, Political Neutrality, Outside Commitments, Personal Interests, Interests of Officers in Contracts, Gifts and Hospitality, Appointment and other employment matters, Use of Financial Resources and Disciplinary Rules. Officers are regularly reminded to record any offers of gifts and hospitality.

- Protocol on Member Officer Relations – this includes the Principles underlying Member Officer Relations, the roles of Members and Officers, the relationships between the Mayor and officers, the Leader and Members of the Cabinet and officers, the Chairmen and Members of Committees and officers, Officer relationships with Party Groups, etc.

39. Copies of the Council's Constitution are available to all on the Council's website and at Council Offices (including the Members' Room), libraries and other appropriate locations.
40. In addition, Induction Training is provided to all newly elected Members and new employees and the Council has been awarded the Elected Members' Development Charter. In a digital world, there is also an emphasis on responsible use of social media.

Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes / manuals, which clearly define how decisions are taken and the processes and controls to manage risks

41. The Constitution and the decision-making structures (both Members and officers) are regularly reviewed to ensure that they are up-to-date, relevant, in line with good practice and fit for purpose.
42. The Constitution sets out the Council's Policy Framework which includes the following plans and policies at Article 4:
 - Community Strategy
 - Corporate Plan
 - Community Safety Partnership Plan
 - Economic Development Strategy
 - Financial Strategy including the Efficiency Plan
 - Gambling Policy
 - Homeless Strategy
 - Local Development Documents which include the Local Development Framework; the Local Plan Core Strategy and Site Allocation and Development Management Development Plan Document
 - Risk Management Strategy
 - The Local Code of Governance
43. The Council has an approved Risk Management Strategy, which sets out:
 - the key features of its risk management system
 - roles and responsibilities with regard to risk management
 - its overall approach to the management of risk
 - actions to embed the process in future periods
44. The Council's Risk Register is recorded on Covalent the Council's Performance and Risk management software. This includes both Strategic and Operational risks. The Risk Management Strategy provides an introduction to the risk management framework, definitions and how to identify assess and manage risks. The use of a risk matrix enables the assessment level of the risks to be readily identified.

Undertaking the core functions of an Audit Committee

45. The Audit Committee has Terms of Reference, which are included in the Council's Constitution and are regularly reviewed to ensure compliance with recognised best practice – the CIPFA publication "Audit Committees – Practical Guidance for Local Authorities and Police". Responsibilities arising from the Bribery Act were added. From April 2016, the Audit Committee became the nominated body responsible for the scrutiny of the Treasury Management function.
46. It is recognised that, in order to discharge these responsibilities, the Audit Committee may require any officer to attend meetings of the Committee so it may receive explanations regarding any matter that it is considering.
47. At the beginning of each financial year, the Committee establishes a Work Program, as well as a Training and Development Program, and at each Committee, it receives a report from officers setting out its performance against both Programs.
48. The Audit Committee Chair presents a report on the work of the Committee to the Full Council.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

49. The Council has a full range of relevant policies and procedures and places emphasis on compliance with these, as well as with the law and other external regulations. Compliance is achieved through the following mechanisms:

Members – Code of Conduct, Role Descriptions, Training and Development and Declaration of Interests

Employees – Code of Conduct, Job / Person Specification, Appraisals, Team Meetings and Training & Development

Other –

- The Constitution and other policies and procedures are available on the Council's website, intranet and as hard copy
- Officers prepare timely reports to all of the Council's decision-making bodies (including the Executive, the Audit Committee and the Chief Officers' Board) on statutory requirements and proposals regarding their implementation
- Standard report formats require officers to consider the implications of Corporate Policy, Finance, Health and Safety, Legal, Personnel and Risk Management
- Two Officer Groups, the Corporate Policy Network and the Governance Group meet at least quarterly to review policy and track changes in legislation
- The work of the Council's external auditors, who report to members, officers and the Council's stakeholders if they have been required to issue a report in the public interest or exercise any other special powers of the auditor under the Local Audit and Accountability Act 2014, including applying to the court for a declaration that an item of account is contrary to law.

Whistle-blowing and receiving and investigating complaints from the public

50. The Council's Whistle-blowing Policy is available on the Council's Website and Intranet. The Policy covers any malpractice or wrongdoing by:
 - Any Member of the Council

- Any employee of the Council
- Any contractor, supplier, consultant or partner of the Council in the course of their work for the Council

51 The Council aims to provide high-quality services for everyone in the Hertsmere area and recognises the importance of customer feedback (i.e. Comments, Compliments or Complaints). The Council has approved a Customer Feedback Procedure, which is available both in leaflet form in the Civic Offices' Reception and in the Area Offices as well as on the website.

Identifying the development needs of Members and senior officers in relation to their strategic roles, supported by the appropriate training

52. On taking up office, all Members are required to attend a comprehensive Members' Induction Course. The Constitution states that the Council's Standards Committee is responsible for "advising, training or arranging to train Councillors and co-opted members on matters relating to the Members' Code of Conduct".
- 53 The Constitution also states that "All Members appointed to the Planning Committee (and all other Members who may from time to time consider a planning application) must receive training in planning procedures. Induction training in planning procedures shall be provided to all Members, either before serving on the Committee or within two months of appointment."
54. As stated in Para 40 above, the Council has been awarded the Elected Members' Development Charter.
55. Senior Officers' training needs are identified (and regularly monitored) as part of the Council's Continuous Performance Review Scheme (appraisals). In addition to the Corporate Training Programme and various professional development courses, seminars and conferences, a variety of Management Development Courses, Project Planning and mentoring facilities have been delivered to senior managers.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

56. Opinion Research Services was commissioned by the Council to undertake a survey in which the Council wished to examine residents' views on a range of services. Overall the result was very positive for the Council, showing improvements in key areas. The chart below shows the response to key questions from each year the survey was carried out since 1999. The most recent survey was conducted in 2014.

	1999	2002	2005	2008	2011	2014
% Satisfaction with the area as a place to live	82	82	82	84	91	90
% Satisfaction with the way the Council is run	62	64	66	65	74	89
% Agree the Council provides value for money	45	45	39	52	61	65
% Agree treats all areas of the borough fairly	29	31	28	35	65	70

57. The Council's official magazine "Hertsmere News" is published three times a year and delivered throughout the Borough.
58. Residents and property / business owners in the Borough are able to submit relevant questions in writing for consideration and response at Council meetings.
59. There is a facility for Council to receive petitions – should a group of residents feel strongly about an issue that relates to or affects the Council's functions or the Council has an interest in or involvement with.
60. Meetings of the Council and the Executive are web-cast.
61. Members of the public are also able to speak at a Planning Committee on any application being considered at that meeting – by prior arrangement only.
62. The last Participatory Budgeting process was carried out in November 2016 and resulted in ongoing annual savings of £201,000, which assisted the Council in balancing the 2017/18 budget and in addressing the continuing reduction in funding from Central Government. Further annual savings of £150,000 are being progressed for potential delivery from 2018/19.
63. The Council is subject to the requirements of the Freedom of Information Act 2003 and the Local Government Transparency Code 2014, the approaches of which are to provide demand-led, open, honest, timely and transparent information to all stakeholders without compromising confidentiality.
64. The Council has established clear channels of communication with its staff, e.g. regular briefings from the Chief Executive, regular Directorate meetings and weekly 'All Staff' e-mails.

Compliance with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)

65. The Council can confirm that its financial management arrangements conform to the governance requirements of the CIPFA Statement on the role of the Chief Financial Officer in Local Government.

Incorporating good governance arrangements in respect of partnerships and other joint working and reflecting these in the Council's overall governance arrangements

66. The Council is committed to improving and supporting collaborative working of all kinds, although the wide range of partnership models do make it very difficult to prescribe a single set of arrangements. However, partnership working should not result in diminished accountability to the public.
67. Accordingly, there are individual Service Level / Partnership Agreements in place and there are regular meetings with partners to monitor the performance of the work carried out by the organisation / partnership. All Service Level / Partnership Agreements are subject to an annual review with a full review carried out every three years ahead of any renewal of agreements.
68. The Local Strategic Partnership is the forum for all of the Council's key partners – meetings are chaired by the Leader and are supported by the Chief Executive and senior managers.

Review of Effectiveness

69. The Council has the responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

70. This review is informed by those Members and officers, who have the responsibility for the development and maintenance of the governance environment.

- the work of Members at Council, Executive, Overview and Scrutiny Committees, the Audit Committee, the Standards Committee and Financial Monitoring Panel
- the work of the Corporate Governance Group
- the annual Management Assurance Statements prepared by the Directors, Heads of Service and Senior Managers relating to internal controls, performance and risk management within their areas of activity
- the Head of SIAS's Annual Assurance Statement and Annual Report as well as the individual audit reports
- Reports made by the Council's External Auditors and any other review agencies and inspectorates.

Reviewing the effectiveness of the authority's decision-making framework

71. The Council

The full Council comprises 39 Members, who as a collective, approve the Council's annual Revenue and Capital Budgets, set the Council Tax, approve the Policy Framework and take decisions that are contrary to, or not in accordance with, the Budget or the Policy Framework. Full Council also takes a range of decisions that are reserved to it such as approving the Council's Constitution, electing or removing an Executive Leader (in Hertsmere called the Leader of the Council), establishing a number of committees to discharge the Council's regulatory, scrutiny and non- executive functions, approving an Officers Scheme of Delegations, making bye-laws or making a Scheme of Allowances for Members.

At the Annual Meeting held in June 2015, Council appointed a Leader of the Council for the four year electoral cycle (i.e. to May 2019) and noted the appointment by the Leader to the Executive of a Deputy Leader and five other portfolio-holders. At the Annual Meeting held in May 2016 Council elected a Mayor, appointed a Deputy Mayor and noted the appointment by the Leader of the Council of a Deputy Leader and five other portfolio-holders. Council also appointed members to the standing Committees in accordance with the requirements of political balance and appointed a number of members to represent the Council on a range of outside bodies for the coming municipal year.

Each Council meeting has been open to the public, who are entitled to submit a question or petition to any ordinary meeting of Council.

The Council met seven times during the last financial year – Agendas, Open Reports and Minutes are available on the Council's website.

72. The Executive

The Executive comprises the Leader of the Council and six other members appointed by him, one of whom is also appointed as Deputy Leader. The Executive is responsible for developing the annual budget, for the development and implementation of Council policy, for the delivery of the Council's corporate plan priorities, for ensuring that the officers team have sufficient resources to effectively discharge all the Council's statutory and discretionary functions and for setting and monitoring service standards and service delivery performance indicators.

Each Member of the Executive has responsibility for a range of Council functions, known as a portfolio and each portfolio-holder is required to work closely with Directors and Heads of Service and develop an in-depth knowledge of their portfolio area.

The dates of all executive meeting are pre-published and all executive decisions have been taken in public

apart from a small number of reports which were considered and determined after the press and public has been lawfully excluded (for example, to protect personal or commercially sensitive information or to receive confidential legal advice). Agendas, open reports and the minutes of the meetings are available on the Council's web site and all background documents can be inspected by the public for six years after the date of the decision.

The Executive are unable to take key decisions that have not been published in the Forward Plan unless the general exception or urgency procedures are followed and officers are unable to implement key decisions until the five day 'call-in' period has elapsed – except for those decisions taken under urgency procedures.

The Executive met eleven times during the last municipal year – Agendas, Open Reports and Minutes are available on the Council's website.

73. The Review Committees

At the Annual Meeting in 2016, Council appointed two Review Committees. These were the Operations Review Committee and the Policy Review Committee whose role is to scrutinise the decisions and performance of the Executive and the Council as a whole, to call-in unimplemented executive decisions for re-consideration and to undertake policy development and review work. Both Committees have the power to require executive members and officers to appear before them to give account and have extensive rights of access to Council records and information to enable them to effectively discharge their functions. It is important to maintain the clear demarcation between the conduct of executive functions and the scrutiny of executive decisions as part of democratic accountability.

The Operations Review Committee has responsibility for reviewing all aspects of the Council's operational business and met nine times last year. It set and monitored its own work plan and major achievements included the completion of a cross departmental income generation and resilience review and a review of the senior management structure.

The Policy Review Committee has responsibility for keeping the Council's strategies and plans under review, for reviewing the draft budget and financial performance of the Council and for overseeing the enterprise and regeneration agenda of the Council. It met five times this year and its work plan included a review of the Council's Corporate Plan.

74. Member Panels

There has been a number of cross-party Member Panels to scrutinise the various areas of Council activity, e.g. Asset Management Panel, Financial Monitoring Panel, Leisure Panel, the Performance Management Panel and the Resilience and Income Generation Panel.

75. The Standards Committee

The Standards Committee's Terms of Reference were amended to take account of the revised purpose of this Committee following the enactment of the Localism Act 2011. One of its functions remains the promotion and maintenance of high standards of conduct by Members and co-opted Members.

The Committee comprises five Borough Councillors and an Independent Person who regularly attends.

The Standards Committee held one meeting during the year. These are supplemented as required by further meetings to consider complaints about individual members. Agendas, supporting papers and minutes are available on the Council's website.

76. Members' and Officers' Allowances and Expenses

Members' Allowances: During 2013-14, Members Allowances were reviewed by an Independent Remuneration Panel, which was made up of three independent members who were assisted by the Democratic Services Manager. The report and recommendations of the Independent Remuneration Panel was approved by the Full Council in November 2013 for publication and these are available on the Council's website. The Panel also recommended that Members' allowances were increased for the next four years by the level of the officer's pay award and, accordingly, Members' allowances were increased by 1% in 2016/17. In addition the Independent Remuneration Panel met to consider and recommend special responsibility allowances for the Chairmen of the Operations Review Committee and Policy Review Committee and these were agreed by Council. The Independent Remuneration Panel also considered the remuneration of Members serving on the Elstree Film Studios Board.

Officers' Allowances & Expenses: Allowances are stipulated by individual employment contracts, whereby the Human Resources Team instructs the Payroll Team as to the payment to be made. Officers' Expenses are authorised for payment by employees' line managers and reimbursed via payroll. Senior officer pay is disclosed in the Statement of Accounts and the Pay Policy Statement. These are also published on the Council's website.

Both Members' and Officers' Allowances and Expenses are subject to periodic review by the SIAS Team to ensure that the internal controls in operation are both adequate and effective.

77. Senior Management

There are three Council officers who are statutory appointments – the Chief Executive's role as the Head of Paid Service, the Director of Resources' role as the Section 151 Officer and the Head of Legal and Democratic Services as the Monitoring Officer.

The Chief Executive and the Directors of Environment and Resources comprise the Chief Officers' Board, which meets on a weekly basis.

The Chief Officers' Board, together with the Heads of Partnerships and Community Engagement, Finance and Business Services, HR & Customer Services, Street Scene and Legal and Democratic Services as well as the SIAS Audit Manager, Housing Services Manager, Engineering & Asset Manager, Planning and Building Control Managers and the Chief Environmental Health Officer comprise the Senior Management Team, which meets on a monthly basis.

Each Director, Head of Service and Senior Manager has completed and signed off a Management Assurance Statement. These Management Assurance Statements have been designed to require each officer to certify the effective operation of the control environment in their service area – including arrangements for performance management and risk management. As a consequence, these Statements are key supporting documents in identifying any Significant Governance Issues.

From 19 April 2017, there was a change to the Council's chief officer structure. This now consists of the Chief Executive and Corporate Director; the post of Director of Environment was made redundant. This has resulted in a change in reporting lines, although it is too early to comment on the working arrangements.

78. Governance Group

The Governance Group has been chaired by the Chief Executive, in his capacity as the Council's Head of Corporate Governance.

The Group has met four times during the financial year and received reports and updates covering Ethics and Standards, New Legislation, Officer and Member Issues, Internal Control, Counter-fraud and Corruption, Health and Safety, Partnerships and Performance Management and Risk Management, Shared Learning and other current governance matters.

The Group has co-ordinated the preparation of this Annual Governance Statement – as part of this process. The Group has also monitored the progress of the Action Plan which was put in place to address the Significant Governance Issues identified in the Annual Governance Statement (see Appendix A).

79. Performance Management

The Performance Strategy remains a key link between the Community Strategy, the Corporate Plan, Service Plans and individual Key Result Areas – “the golden thread”.

Local Performance Indicators have been regularly collected, analysed, risk managed and reported to Members and senior management – the process is facilitated by a software package, Covalent.

An Executive-led Performance Management Panel, which comprises key Members and Senior Officers, has met on a quarterly basis to consider selected key performance indicators and where the performance of any indicator was deteriorating or below target, the Panel called the relevant Head of Service and Portfolio Holder to account. The quarterly performance report has also been presented to the Executive and the Operations Review Committee on a quarterly basis.

The Financial Monitoring Panel, the members of which also sit on the Performance Management Panel, has met on a monthly basis to scrutinise the Council's financial performance (June to March). The financial performance is scrutinised in detail by the Panel and reported in summary and by exception back to the Operations Review Committee.

80. Procurement

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

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 the Procurement Strategy, Contract Procedure Rules and the Procurement Handbook. These documents are regularly reviewed to reflect changes in local requirements and EU policy and legislation.

To ensure compliance with these rules, an expenditure report is run on a six monthly basis and mapped against the contract list. An exception list is then produced and, where possible, non-compliance is highlighted. Officers are then required to provide an explanation of this non-compliance and then put into place an action plan to address this.

The Council has a full e-tendering package that provides a secure and auditable method of issuing and receiving tenders.

Undertaking the core functions of an audit committee, as identified in the CIPFA's 'Audit Committees: Practical Guidance for Local Authorities

81. The Audit Committee

The Audit Committee's Terms of Reference have been kept under regular review to ensure that its role complies with those prescribed by the CIPFA publication "Audit Committees – Practical Guidance for Local Authorities".

The Audit Committee has comprised five non-Executive Members (as required) and has met four times during the financial year – Agendas, Open Reports and Minutes are available on the Council's website.

It substantially completed its Planned Work Programme, regularly receiving reports from:

- The Council's External Auditors – Progress Reports, Annual Governance Report, Annual Audit Letter, Audit Plan and Certification Report on Claims and Returns
- The Shared Anti-Fraud Service – Progress Reports and Annual Report
- The SIAS Team – Progress Reports, Draft Annual Governance Statement, Annual Assurance Statement and Annual Report, and Annual Audit Plan
- The Risk Manager – Progress Reports
- The Head of Finance and Business Services – Accounting Policies, Statement of Accounts, Treasury Management.

From April 2016, the Audit Committee became the nominated body responsible for the scrutiny of the Treasury Management function as approved by Full Council in February 2016.

Ensuring the authority's assurance arrangements conform with governance requirements

82. Internal Audit

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.

The Council joined six other districts / boroughs (East Herts Council, North Herts DC, Stevenage BC, Welwyn Hatfield BC, Watford BC and Three Rivers DC) and Hertfordshire County Council in 2011/12 to deliver a shared internal audit service to provide efficiency and resilience.

The SIAS Team has undertaken a work programme during the financial year, which was approved by the Audit Committee, and has sought to operate in accordance with the national Public Sector Internal Audit Standards (PSIAS), which have replaced the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom.

In line with the PSIAS, an Annual Assurance Statement and Internal Audit Annual Report was compiled and presented to the Audit Committee (at its meeting in May 2017), 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.

The Annual Assurance Statement and Internal Audit Annual Report is a key source document for the Council's Annual Governance Statement. The Head of SIAS's overall opinion on the internal control environment for 2016/17 is Substantial for both Key Financial Systems and Non-Financial Systems.

Individual SIAS Reports state whether or not there are any implications for the Annual Governance Statement. All final reports issued, except that for Business Continuity, have stated that there are no implications for the Annual Governance Statement.

All recommendations made by the SIAS Team to strengthen the internal control environment and agreed by management are kept under review by the Audit Committee and Corporate Governance Group to ensure that they are implemented in a timely manner.

The Council's External Auditors regularly review the work of the SIAS Team and, to date, have placed reliance on their work.

83. The Council's External Auditors

The Annual Audit Letter 2015/16 was presented to the Audit Committee in January 2017 and the main audit conclusions for the year were:

- a) The 2015/16 accounts give a true and fair view of the Council's financial affairs and of the income and expenditure recorded by the Council, and
- b) The Council made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2016.

The Local government audit contract for the Council was awarded to EY (Ernst and Young) following re-tendering by the Audit Commission ahead of its abolition in March 2015. The contract is effective from 1 April 2015 and covers a period of 2 years which was subsequently extended by a year to cover 2017/18.

From April 2017 onwards, the Public Sector Audit Appointments Limited (PSAA) has been specified as an appointing person under the Local Audit Regulations 2015 and now has the power to make auditor appointments from 2018/19 on behalf of bodies who opt in.

At the November 2016 meeting of the Full Council, it was agreed that Hertsmere BC would take advantage of this (PSAA) national collective scheme by formally "opting in" by January 2017.

The appointment process from hereon in is expected to broadly align with the following timetable:

- Jan 2017 – sign up of scheme members
- Mar 2017 – PSAA invite tenders from audit firms
- June 2017 – PSAA Award contracts
- Dec 2017 – Consult on and make final auditor appointments
- Mar 2018 – Consult on and propose, publish audit fees

Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

84. Anti-Fraud and Anti-Corruption

During 2014/15, the Council joined four other districts / boroughs (East Herts Council, North Herts DC, Stevenage BC and Broxbourne BC) and Hertfordshire County Council to form the Shared Anti-Fraud Service (SAFS), offering an exclusive strategic fraud prevention and investigation service to its partners across Hertfordshire. The new SAFS officially commenced at the Council on 1 May 2015.

The service has delivered a full range of fraud awareness training, the use of highly developed investigation skills, data-matching opportunities and partnership working with law enforcement agencies.

The aims of the Shared Anti-Fraud Service are as follows:

- Ensure ongoing effectiveness and resilience of anti-fraud arrangements with the impact of the Single • Fraud Investigation Service (SFIS) taking effect since 2015
- Deliver financial benefits in terms of cost savings or increased revenue
- Create a data hub for Hertfordshire
- Improve the reach into the areas of non-benefit and corporate fraud within the county
- Create a recognised centre of excellence that is able to disseminate alerts and share best practice nationally.

The Audit Committee approves the comprehensive Anti-Fraud Action Plan each year. This is based on CIPFA Good Practice and progress against this is reported to Audit Committee twice a year.

Review of effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

85. Risk Management

Responsibility and accountability for Risk Management is placed with the Heads of Service and on-going training and support was provided to assist them in this role. Risk Management support was provided by Hertfordshire County Council

The internal audit in March 2017 on the Council's risk management provided a full level of assurance to support this Annual Governance Statement.

Regular reporting to the Audit Committee on the Council's strategic risks is in place. The Council's risks are recorded on Covalent, the Council's performance and risk management software, so there is one central record of the Council's risks.

Significant Governance Issues

86. Group Relationships

The Council is the sole shareholder of Elstree Film Studios and exercises strategic oversight of the Company through a combination of:

- The powers reserved to the Council as sole shareholder in the Articles of Association and under the Companies Acts (the Council has appointed the Chief Executive to act as the Shareholder Representative),
- The obligation imposed on Elstree Film Studios in the Governance Agreement,
- The terms of the Lease the Council has agreed to grant Elstree Film Studios,
- The restrictions imposed on local authority controlled companies by the Local Authorities (Companies) Order 1995, and
- The fiduciary duty of the Council, exercised by the Executive, to hold Elstree Film Studios to account for its utilisation of public assets and financial performance.

Under the Council's Governance Agreement with Elstree Film Studios (the Studios), the Executive reviewed the financial performance, elements of risk and business opportunities that faced the Studios on a quarterly basis. Quarterly update reports were provided to Members and allowed the Executive to continue to execute its delegated authority on behalf of the Council.

Following completion of the Governance Agreement, a Shareholders letter was sent to EFS outlining the role of Executive and Non-Executive Directors and the requirement to comply with public sector standards and the Council's procurement processes was explained.

Discussions took place with the Chairman of Elstree Film Studios to promote the recruitment of a senior non-executive Director. This is in accord with best practice promoted by the Institute of Directors (IoD) and reflects the development need of the Studios. The Council will take forward the recruitment of such a person subject to agreement by the Council at an appropriate time.

The matter of providing training for Council nominated Directors in accordance with best practice was taken forward with employee nominees participating in formal training provided by the IoD. Elected Member nominees will participate in similar training commissioned by the respective Council arms-length companies. The IoD and CIPFA regard such training for all nominated Directors of any company to reflect best practice and support sound governance.


The condition survey has been completed allowing the repairing obligations in the lease to be finalised. The lease between the Council and Studios will be signed imminently and the revised governance arrangements for the Studios will take effect.

87. Appendix A provides information on the Significant Governance Issues that were identified by the Council during the year. Significant issues from the previous year are either no longer significant or have been carried forward into 2016/17.

Certification

88. We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Executive, the Audit Committee and the Governance Group, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas already addressed and those to be specifically addressed with new actions planned are outlined above, and the plan to address the identified weaknesses and to ensure continuous improvement of the system is in place.
89. We propose to take steps over the coming financial year to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that have been identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed: Leader of the Council
Cllr Morris Bright



10 July 2017

Dated

Signed: Chief Executive
Dr Donald Graham



3 July 2017

Dated

Appendix A – 2016/17 Annual Governance Statement Action Plan

No.	Links to Council's vision	Governance framework that identified issue	Commentary on significant AGS issue	Action plan	Responsibility
1.	All	<p>Management Assurance Statement</p>	<p>Cyber Security</p> <p>Recent high-profile incidents such as that on the NHS have highlighted the damaging impact a cyber-attack can have on an organisation. They can result in service down-time, a hefty fine from the Information Commissioner's Office and of course, reputational damage.</p> <p>In light of extensive and significant use of electronic devices and electronic communications, including financial transactions, the Council must ensure that their IT systems are protected from theft or damage to their hardware and software including protecting against harmful attacks by sophisticated and unethical hackers</p>	<p>1) The Council utilises the services of a skilled and professional Certified Ethical Hacker (CEH) who understands and knows how to look for weaknesses and vulnerabilities in target systems. They use the same knowledge and tools as a malicious hacker, but in a lawful and legitimate manner to assess the security posture of a target system(s). The CEH credential certifies individuals in the specific network security discipline of Ethical Hacking from a vendor-neutral perspective</p> <p>2) The Council regularly upgrades its antivirus software.</p> <p>3) The statutory annual penetration tests required for PSN compliance inform a schedule of regular scans of both the internal network and the external network.</p> <p>4) IDS Infrastructure Team meet regularly to review security, share knowledge and plan actions</p> <p>5) User Education - an updated information security training module to be published on Learning Pool</p> <p>6) Actions from IT Network Infrastructure – Network Security Audit reports are being or have been implemented. This includes the introduction of a security breach policy, procurement of an Information and Event Management system and a review of firewall settings</p>	<p>Information and Digital Services reporting to Head of Finance and Business Services and Corporate Director</p> <p>Ultimately, all officers and Members have a responsibility to be informed and act with due care</p>

No.	Links to Council's vision	Governance framework that identified issue	Commentary on significant AGS issue	Action plan	Responsibility
2.	All	Internal Audit and Management Assurance Statement	<p>Disaster Recovery, Resilience and Business Continuity</p> <p>The Council's business continuity processes, as well as emergency service / disaster recovery arrangements, are not sufficiently robust. This is mainly due to the reduction in government grants and an ongoing issue of lack of organisational capacity.</p> <p>The Council's disaster recovery is closely linked with local sites and therefore this poses a concern in light of local terrorist or natural disaster in the vicinity. A local option, SunGard, was looked at for both business continuity and disaster recovery purposes however the disaster recovery element was not financially viable hence this is now being progressed with Learning Grid for London.</p> <p>Business Continuity now needs to be progressed separately and, once a suitable location is agreed, a disaster recovery link can be made to this location.</p>	<p>1) Business Continuity – Implementation of the eight recommendations and agreed management actions identified in the Business Continuity Final Audit Report. The two high priority recommendations related to the completion of Service Continuity Plans and testing of Business Continuity Plans.</p> <p>2) Disaster Recovery</p>	Chief Officers Board
3.	All	Management Assurance Statement	<p>Freedom of Information Requests and Data Protection Subject Access Requests</p> <p>The new General Data Protection Regulations (GDPR) have been enacted by the European Union and will come into force in the UK on 25 May 2018 (as the UK will still be a member of the European Union on that date). Moreover, the UK Government has made it clear that 'Brexit' will not affect full implementation of the Regulations as the Government intends the UK to exit the European Union fully compliant with EU data protection law- in any case a necessary step if the UK government, public and voluntary institutions and the private sector wish to transmit personal data between the UK and the EU or to hold or continue to hold personal data on databases maintained within the EU.</p>	<p>1) The Council commissioned a suitably qualified consultant - Data Protection People Limited - to review the Council's data protection policies and procedures to assess current DPA compliance and to advise on the procedures and steps to be taken to comply with the requirements of the GDPR procedures.</p> <p>2) The consultant's report will be presented to Chief Officer Board on 2 May in order that Chief Officers can consider the resource implications of GDPR compliance in advance of the 2018/19 budget build and in time for implementation in May 2018.</p>	Chief Officers Board with the Monitoring Officer

No.	Links to Council's vision	Governance framework that identified issue	Commentary on significant AGS issue	Action plan	Responsibility
			<p>GDPR represents the biggest change to data protection in 20 years and includes the requirement to appoint a suitably qualified Data Protection Officer, the implementation of the 'right to be forgotten', 'privacy by design' including the carrying out of mandatory privacy impact assessments before any personal data is shared with third parties.</p> <p>The GDPR will affect every organisation that processes EU residents' personally identifiable information (PII) and will supersede national laws such as the UK Data Protection Act (DPA). The Regulation mandates considerably tougher penalties than the DPA: breached organisations can expect fines of up to 4% of annual global turnover (N.B. turnover, not profit) or €10 million – whichever is greater.</p> <p>Article 35 of the GDPR states that data protection officers must be appointed for all public authorities and certain companies. The GDPR does not specify credentials necessary for data protection officers, but does require that they have "expert knowledge of data protection law and practices."</p> <p>In light of the above, the lack of a suitably qualified Information Officer places the Council at risk of not complying in a timely and accurate manner with its Data Protection Act obligations in terms of responding to subject access requests and data sharing requests.</p>		

No.	Links to Council's vision	Governance framework that identified issue	Commentary on significant AGS issue	Action plan	Responsibility
4.	All	Management Assurance Statement	<p>Newberries Car Park Development</p> <p>Since the project has been put on hold, this may carry a significant risk as the money spent so far may not be realised and the expenditure could prove to be an abortive cost unless the Council decides to proceed to planning consent. Following the planning consent, other options could be explored to salvage the spend cost. Additionally, the Council's objective to earn significant returns to fund future budgetary gaps may also be in significant jeopardy</p>	1) Officers and Members are working together to find a way forward on the most appropriate solution	Members and Chief Officers

No.	Links to Council's vision	Governance framework that identified issue	Commentary on significant AGS issue	Action plan	Responsibility
5.	All	Management Assurance Statement	<p>Use of temporary staff</p> <p>While agency staff can support the resilience of the Council, they also present risks related to the loss of skills and knowledge when they leave the Councils employment. The significant levels of expenditure may not be sustainable in the long term.</p> <p>Agency expenditure formed a key theme in the Resilience and Income Generation Opportunities (RIGO) report of the Task and Finish Group Review of Council Service Areas' (Operations Review Committee) in 2015/16. It was noted in the RIGO report that the cost of agency staff is directly comparable to FTE in many areas, hence Members recommend no further action in the case of many departments. However, there were concerns over some specific agency staff expenditures and it was the intention of Members to review these in greater detail.</p> <p>While total agency staff costs declined from £1,920,358 in 2015/16 to £1,753,084 in 2016/17, and the percentage of total agency costs against total salary costs decreased from 14% to 12% over the same period, it remains an area of significant expenditure.</p> <p>The greatest part of expenditure on agency staff is either for specialist skills in recruitment hot spots such as Planning or for Waste operatives, where crews cannot be sent out short-handed. Agency costs were reduced in both of these service areas.</p>	<p>1) Agency expenditure is moving in the right direction as the Council has looked carefully at the issue and alternative options appraised, as well as cost / benefit analyses being carried out prior to recruiting temporary staff.</p> <p>2) The Planning Service is reviewing the permanent staffing structure to reduce reliance on agency staffing.</p> <p>3) Due to the nature of waste and recycling services, analysis has shown that the optimum solution is agency staffing as it is both more flexible to operational need and more financially efficient.</p>	Chief Officers Board with Heads of Service and other budget holders

Glossary of Terms

Term	Definition
Accruals	The concept that Income & Expenditure are recognised as they are earned or incurred, not as money is received or paid.
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). The actuarial assumptions have changed.
Agency Arrangements	Services which are performed by, or for, another Council or public body, where the agent is reimbursed for the cost of the work done.
Asset	Anything which somebody owns which can be given a monetary value, for example buildings, land, vehicles, machinery, cash, investments etc. It is always considered in comparison with liabilities in an organisation's accounts.
Balances	The capital or revenue reserves of the Council made up of the accumulated surplus of income over expenditure on the General Fund, Earmarked Reserves etc.
Business Rates	These are rates charged on properties other than domestic property. The business rate poundage is set annually by Central Government and is a flat rate throughout the country.
Capital Expenditure	Expenditure on the acquisition of a fixed asset, or expenditure, that adds to the life, or value, of an existing fixed asset.
Capital Financing Requirement	A measure of the capital expenditure incurred historically by an authority that has yet to be financed by capital receipts, capital grants or revenue financing. The Prudential Code requires that the Council monitors and controls its CFR through its Treasury Management Strategy and Medium Term Financial Strategies
Capital Receipts	Monies received from the sale of assets, which may be used to finance capital expenditure or to repay outstanding loan debt as laid down within rules set by Central Government but they cannot be used to finance day-to-day spending.
Collection Fund	A fund administered by charging authorities into which Council Tax income and Business Rates collected locally are paid. Precepts are paid from the fund as is a charge in respect of the Council's own requirements.
Community Assets	Assets that a local Council intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples of community assets are parks and historic buildings.
Consistency	The concept that the accounting treatment of like items within an accounting period and from one period to the next is the same.

Term	Definition
Contingency	A provision for a possible event or circumstance which is possible but cannot be predicted with certainty.
Council Tax	This is a local tax set by local Councils to help pay for local services.
Council Tax Support	A reduction in the liability to pay Council Tax granted in accordance with a locally determined support scheme.
Credit Arrangements	These are forms of credit entered into by the Council relating to leasing and contracts, which provide for extended credit.
Credit Liabilities	These relate to liabilities of the Council in respect of money borrowed (principal only), or in respect of credit arrangements.
Creditor	An amount owed by the Council for work done, goods received, or services rendered to the Council within the accounting period and for which payment has not been made at the Balance Sheet date.
Current Service Cost (Pensions)	The increase in the present value of a defined benefit scheme's liabilities expected to arise from employee service in the current period.
Curtailment	<p>For a defined benefit scheme, an event that reduces the expected years of future service of present employees or reduces for a number of employees the accrual of defined benefits for some or all of their future service. Curtailments include:</p> <ul style="list-style-type: none"> • Termination of employees' services earlier than expected, for example as a result of closing a factory or discontinuing a segment of a business. • Termination of, or amendment to the terms of, a defined benefit scheme so that some or all future service by current employees no longer qualifies or only qualifies for a reduced benefit.
Debtor	Sums of money due to the Council but not received at the Balance Sheet date.
Defined Benefits Scheme	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 (including notionally funded).
Defined Contribution Scheme	A pension or other retirement benefit scheme into which an employer pays regular contributions fixed as an amount or as a percentage of pay and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.
Depreciation	The measure of the cost or revalued amount of the benefit of the non-current assets that have been consumed during the period. Consumption includes the wearing out, using up or other reduction in the useful life of a fixed asset whether arising from use, effluxion of time obsolescence through either changes in technology or demand for the goods and services produced by the asset.

Term	Definition
DCLG	Department for Communities & Local Government.
Discretionary Benefits	Retirement benefits which the employer has no legal, contractual or constructive obligation to award and which are awarded under the Council's discretionary powers, such as The Local Government (Discretionary Payments) Regulations 1996.
Exceptional Items	Material items which derive from events or transactions that fall within the ordinary activities of the Council and which need to be disclosed separately by virtue of their size or incidence to give fair presentation of the accounts.
Expected Rate of Return on Pension Assets	For a funded defined benefit scheme, the average rate of return, including both income and changes in fair value but net of scheme expenses, expected over the remaining life of the related obligation on the actual assets held by the scheme.
Extraordinary Items	Material items, possessing a high degree of abnormality, which derive from events or transactions that fall outside the ordinary activities of the Council and which are not expected to recur. They do not include exceptional items nor do they include prior period items merely because they relate to a prior period.
Finance and Operating Lease	A finance lease transfers all of the risks and rewards of ownership of a fixed asset to the lessee and such assets have been valued and included within Non-current assets in the Balance Sheet. With an operating lease the ownership of the asset remains with the Leasing Company and the annual rent is charged to the relevant service account.
General Fund	The main revenue account of the Council. It contains the excess to date of income over expenditure in the Income and Expenditure Account.
Government Grants	Assistance by Central Government and inter-government agencies and similar bodies, whether local, national or international, towards either revenue or capital expenditure incurred in providing local Council services.
Housing Advances	Loans made by the Council to individuals towards the cost of acquiring or improving their homes.
Housing Benefits	A system of financial assistance to individuals towards certain housing costs, which is administered by Local Authorities. Assistance takes the form of rent rebates, rent allowances, and council tax rebates toward which central government pays a subsidy.
Infrastructure Assets	Expenditure on works of drainage, construction or improvement to highways, cycle ways, footpaths or other land owned by the Council.
Interest Cost (Pensions)	For a defined benefit scheme, the expected increase during the period in the present value of the scheme liabilities because the benefits are one period closer to settlement.

Term	Definition
Investments (Non-Pension Fund)	<p>A long-term investment is an investment that is intended to be held for use on a continuing basis in the activities of the Council. Investments should be so classified only where an intention to hold the investment for the long term can clearly be demonstrated or where there are restrictions as to the investor's ability to dispose of the investment.</p> <p>Investments, other than those in relation to the pension fund, that do not meet the above criteria should be classified as current assets.</p>
Investments (Pension Fund)	The investments of the Pensions Fund will be accounted for in the statements of that fund. However, authorities (other than Town Parish and Community Councils) are required to disclose, as part of the transitional disclosures relating to retirement benefits, the attributable share of pension scheme assets associated with their underlying obligations.
Levy (see also "safety net")	The Council's Comprehensive Income and Expenditure Statement include a share of any surplus or deficit arising for the year on the collection of business rates. Where, after taking into account any surpluses on collection, the Council's income exceed a threshold set by Central Government, a levy is payable to Central Government but the Council may retain a proportion of the surplus.
Liabilities	Money owed to somebody else.
Liquid Resources	Liquid resources are current asset investments held as readily disposable assets.
Minimum Revenue Provision	A charge made to the General Fund to repay borrowing taken out for capital expenditure, effectively replacing depreciation (which is reversed out in the MiRS). Authorities determine their own prudent MRP charge.
Net Book Value	The amount at which non-current assets are included in the Balance Sheet, i.e. their historical or current value less the cumulative amounts provided for depreciation.
Net current replacement cost	The cost of replacing or recreating the particular asset in its existing condition and in its existing use, i.e. the cost of its replacement or the nearest equivalent, adjusted to reflect the current condition of the existing asset.
Net realisable value	The open market value of the asset in its existing use (or open market value in the case of non-operational assets), less the expenses to be incurred in realising the asset.
Non-current assets	Tangible assets that yield benefits to the Council for a period of more than one year.
Non-operational assets	Non-current assets held by a local Council but not directly occupied, used or consumed in the delivery of services. Examples of non-operational assets are commercial and industrial properties.
Operational assets	Non-current assets held and occupied, used or consumed by the Council in the direct delivery of those services for which it has either a statutory or discretionary responsibility.

Term	Definition
Past service cost	For a defined benefit scheme, the increase in the present value of the scheme liabilities related to employee service in prior periods arising in the current period as a result of the introduction of, or improvement to, retirement benefits.
Post balance sheet events	Those events, both favourable and unfavourable, which occur between Balance Sheet date and the date on which the Statement of Accounts is signed by the responsible officer.
Precepts	The levy made by one Council on another. Hertfordshire County Council and Hertfordshire Police Constabulary, who do not administer the council tax system, each levy an amount on the Borough of Hertsmere, which collects the required income from local taxpayers on their behalf.
Prior year adjustments	Those material adjustments applicable to prior years arising from changes in accounting policies or from the correction of fundamental errors.
Projected unit method	An accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings.
Provisions	An amount set aside to provide for a liability that is likely to be incurred but the exact amount and the date on which it will arise is uncertain.
Prudence	The concept that revenue is not anticipated but is recognised only when realised in the form either of cash or of other assets, the ultimate cash realisation of which can be assessed with reasonable certainty. The overall objective of this principle is not to overstate the net worth shown in the Statement of Accounts.
Related Parties	Two or more parties are related parties when at any time during the financial period: One party has direct or indirect control of the other party. The parties are subject to common control from the same source. One party has influence over the financial and operational policies of the other party to an extent that the other party might be inhibited from pursuing at all times its own separate interests. The parties, in entering a transaction, are subject to influence from the same source to such an extent that one of the parties to the transaction has subordinated its own separate interests.
Related Party Transaction	A related party transaction is the transfer of assets or liabilities or the performance of services by, to, or for a related party irrespective of whether a charge is made. Examples of related party transactions include: The purchase, sale lease, rental or hire of assets or loans, irrespective of any direct economic benefit to the pension fund. The provision of a guarantee to a third party in relation to a liability or obligation of a related party. The provision of services to a related party, including the provision of pension fund administration services. Transactions with individuals who are related parties of the Council or a pension fund, except those applicable to other members of the community or pension fund, such as council tax, rents and payments of benefits. The materiality of related party transactions is judged not only in terms of their significance to the Council, but also in relation to its related party.

Term	Definition
Rent Allowances	Subsidies payable by local authorities to tenants in private rented accommodation (either furnished or unfurnished) whose incomes fall below prescribed amounts.
Rent Rebates	Subsidies payable by local authorities to their own housing tenants whose incomes fall below prescribed amounts.
Reserves	A reserve is an amount set aside for a specific purpose in one financial year and carried forward to meet expenditure in future years.
Retirement Benefits	All forms of consideration given by an employer in exchange for services rendered by employees that are payable after completion of employment. Retirement benefits do not include termination benefits payable as a result of either (i) an employer's decision to terminate an employee's employment before the normal retirement date or (ii) an employee's decision to accept voluntary redundancy in exchange for those benefits, because these are not given in exchange for services rendered by employees.
Revenue Expenditure	Day to day expenses, mainly salaries and wages, general running costs and debt charges.
Revenue Support Grant	Central Government Grant towards the cost of Local Council Services.
Right To Buy	<p>"Right to Buy" is an agreement whereby eligible Housing Association tenants may purchase the property at a reduced rate.</p> <p>The Councils housing stock was sold to two Housing Associations in 1994 at a discounted rate. As part of the agreement, it was stipulated that any eventual sale of these properties under the "right to buy" scheme would result in part of the proceeds being paid to the Council.</p>
Safety Net (see also "Levy")	The Council's Comprehensive Income and Expenditure Statement include a share of any surplus or deficit arising for the year on the collection of business rates. Where, after taking into account any losses on collection, the Council's income falls below a threshold set by central government, a safety net grant is paid by central government.
Scheme Liabilities	The liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities measured using the projected unit method reflects the benefits that the employer is committed to provide for service up to the valuation date.
Settlement	<p>An irrevocable action that relieves the employer (or the defined benefit scheme) of the primary responsibility for a pension obligation and eliminates significant risks relating to the obligation and the assets used to effect the settlement. Settlements include:</p> <p>A lump-sum cash payment to scheme members in exchange for their rights to receive specified pension benefits.</p> <p>The purchase of an irrevocable annuity contract sufficient to cover vested benefits.</p> <p>The transfer of scheme assets and liabilities relating to a group of employees leaving the scheme.</p>

Term	Definition
Standard Spending Assessment	An assessment by Central Government of how much a Local Council should spend in providing a common level of service, having regard to its individual circumstances and responsibilities.
Stocks	The amounts of unused or unconsumed stocks held in expectation of future use. When use will not arise until a later period, it is appropriate to carry forward the amount to be matched to the use or consumption when it arises.
Subsidiary Company	<p>A company is a subsidiary of a local Council if any of the following apply:</p> <p>The local Council holds a majority of the voting rights in the company.</p> <p>The local Council is a member of the company and has the right to appoint or remove directors holding a majority of the voting rights at meetings of the board on most matters.</p> <p>The local Council has the right to exercise a dominant influence over the company.</p> <p>The local Council is a member of the company and controls alone a majority of the voting rights in the company.</p> <p>The local Council has a participating interest in the company and it actually exercises a dominant influence of the company or it and the company are managed on a unified basis..</p>
Transfer Payments	This includes the cost of payments to individuals for which no goods or services are received in return by the Council.
Usable Capital Receipts	This is generally the balance of any capital receipt after deducting the reserved part and any repayment to the Central Government of grants made to the Council on disposal of the asset.
Vested Rights	<p>In relation to a defined benefit scheme, these are:</p> <p>For active members, benefits to which they would unconditionally be entitled on leaving the scheme.</p> <p>For deferred pensioners, their preserved benefits.</p> <p>For pensioners, pensions to which they are entitled.</p> <p>Vested rights include where appropriate the related benefits for spouses or other dependants.</p>

