

Statement of Accounts

2019 - 2020

SUBJECT TO AUDIT

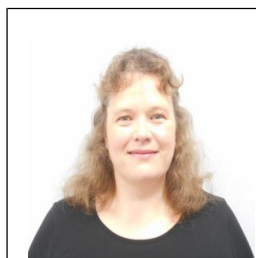


London Borough of Harrow
Statement of Accounts
2019 - 2020

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1. Narrative Report

Message from the Director of Finance



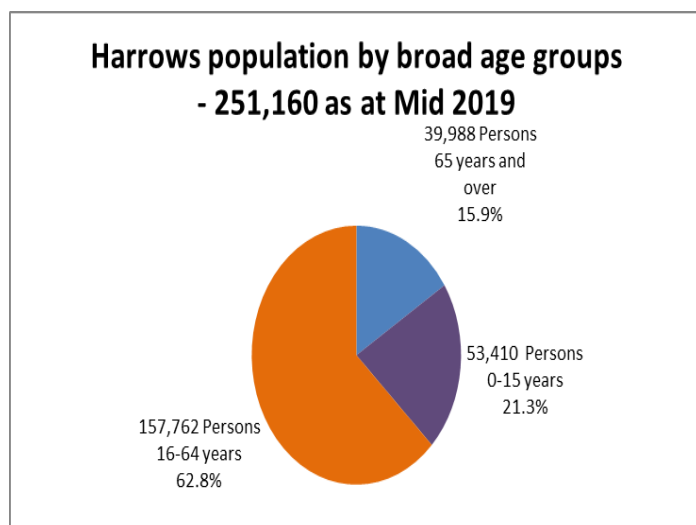
As the Council's statutory Chief Finance Officer, I have pleasure in writing the Narrative Report to Harrow Council's Statement of Accounts for 2019-20. The Narrative Report provides an analysis of Council performance during the year, an explanation of the financial results included in the Statement of Accounts and an overview of the future outlook beyond 2019-20.

The Statement of Accounts has been prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA). The purpose of the Statement of Accounts is to provide information on the Council's financial position and performance, and to give confidence to stakeholders that public money has been used to provide value for money services and has been accounted for in an appropriate manner.

This report includes the following sections:

- 1.1 An Introduction to Harrow
- 1.2 Review of the year including Financial Performance of the Council
- 1.3 Outlook for the Future
- 1.4 Explanation of the Financial Statements
- 1.5 Statement of Accounts
- 1.6 Receipt of Further Information and Acknowledgements

1.1 An Introduction to Harrow



Harrow is one of the most diverse places in the country. It is the 12th largest London Borough in terms of geographical area with a population of approximately 251,160 as at 30th June 2019. Harrow covers an area of approximately 50 sq km (just under 20 square miles) and over a quarter of the borough consists of open space, much of which is designated green belt or Metropolitan Open Land. Harrow has a strong entrepreneurial tradition with over 15,215 businesses located in the borough. It is well connected to London and the rest of the UK via the M1, M25 and M40 motorways and easily accessible for Heathrow Airport.

Key Facts about the Council

Harrow Council provides a range of services to the local community. Its vision and priorities are directed by the political leadership and implemented by the Corporate Strategic Board (CSB).

Harrow, in common with the majority of authorities in England, operates a 'Leader and Cabinet' model as its political management structure. This means that a Councillor is elected Leader of the Executive (Cabinet) by the Authority. The Leader has responsibility for the appointment of Members of the Cabinet, the allocation of Portfolios and the delegation of Executive Functions.

Organisational Structure

The Corporate Strategic Board (CSB) comprises the Council's Senior Management Team. This team is made up of the Council's Corporate Directors and Statutory Officers. The structure of the Senior Management Team has not changed in 2019/20 and comprises:

Chief Executive

Corporate Director - Community and Regeneration

Corporate Director - People's

Corporate Director - Resources

Director of Finance

Director of Legal & Governance

Director of Adult Social Services

Director of Public Health

The CSB manages the delivery of Council services, improvements and future plans for Harrow. It provides managerial leadership and supports the elected Members in developing strategies and reviewing the Council's effectiveness of providing value for money services to the public. The Council is structured as follows:

Resources Directorate	People's Directorate
Revenues and Benefits	Adult Social Care
Customer Services and IT	Public Health
Finance and Assurance	Commissioning and Schools
Strategic Commissioning	Children and Young People's Services
Procurement	Community
Human Resources	Environment and Culture
Legal and Governance	Commissioning and Commercial
	Housing
	Regeneration, Enterprise and Planning

1.2 Summary of the Financial Performance of the Council

Revenue Budget

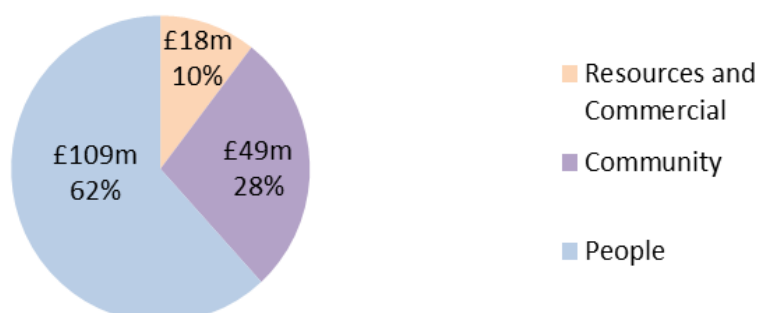
The outbreak of the Coronavirus has only had a minor impact upon the 2019/20 financial performance of the Council, with the main impact affecting 2020/21 and beyond as set out in section 1.3, the Financial outlook section.

During the year the Council delivered its services within the approved budget of £167.1m, contained the pressures arising from the challenging financial environment and managed the risks around demand pressures. This resulted in a balanced outturn position after contributing just under £6.1m into reserves, which after allowing for £3.2m which has been carried forward to be spent in 2020/21, leaves the remainder of £2.9m earmarked to help fund the 2020/21 budget and to fund capacity needed to implement future savings and organisational transformation.

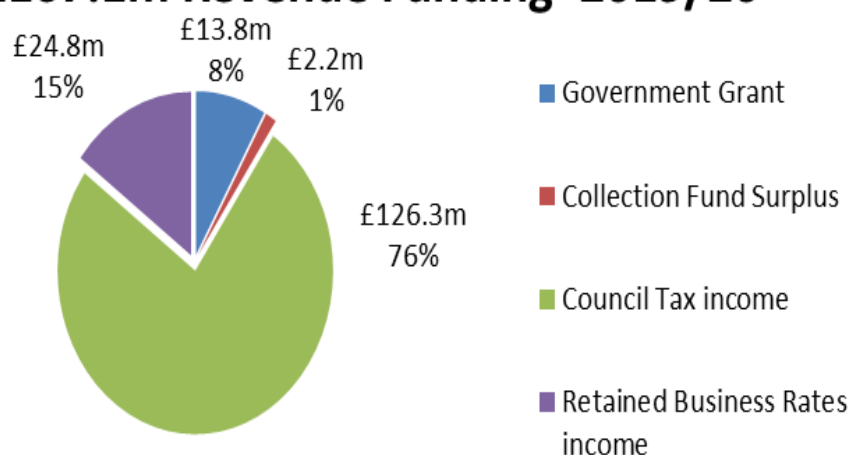
The Council has maintained its General Fund Balances at just over £10m in 2019-20. This maintains the Council's capacity to manage risks arising in future years from continuing demographic pressures, the economy, welfare reforms and further changes to Central Government funding. Earmarked Reserves have decreased from £52.3m to £43.6m in 2019-20 as set out in note 5.7. The final outturn position for the year compared to the revised budget is set out below:

	2019-20		
	Budget £000	Actuals £000	Variation £000
Directorate costs			
People - Adult Services and Public Health	66,026	66,356	330
People - Children and Families	41,906	42,469	563
Community	44,510	49,095	4,585
Resources and Commercial	18,779	18,389	(390)
Total - Directorate	171,221	176,309	5,088
Other operating income			
Contingencies, Corporate Items and Non-service grants	(8,960)	(15,051)	(6,091)
Capital Financing and Interest	7,921	2,781	(5,140)
Net Expenditure	170,182	164,039	(6,143)
Use of Capital Receipts Flexibility	(3,100)	(3,100)	0
Net Expenditure	167,082	160,939	(6,143)
Transfer to Reserves:			
Unspent sums Carried Forward to 2020-21	0	3,171	3,171
Contribution to Reserves	0	2,972	2,972
Net Expenditure	167,082	167,082	0
Funded by :			
Government Grant	(13,753)	(13,753)	0
Collection Fund Surplus	(2,200)	(2,200)	0
Council Tax income	(126,295)	(126,295)	0
Business Rates income	(24,834)	(24,834)	0
Total	(167,082)	(167,082)	0
Surplus for the year		0	
General Fund balance at 31 March 2020		10,008	

Spend by Directorate 2019/20 - £176m



£167.1m Revenue Funding 2019/20



Capital Programme 2019-20

During 2019-20 the Council invested £90.6m on developing or acquiring capital assets. This was mainly funded from £66m borrowing and the balance of £24.6m funded from external grants, section 106/CIL contributions, revenue contributions and capital receipts.

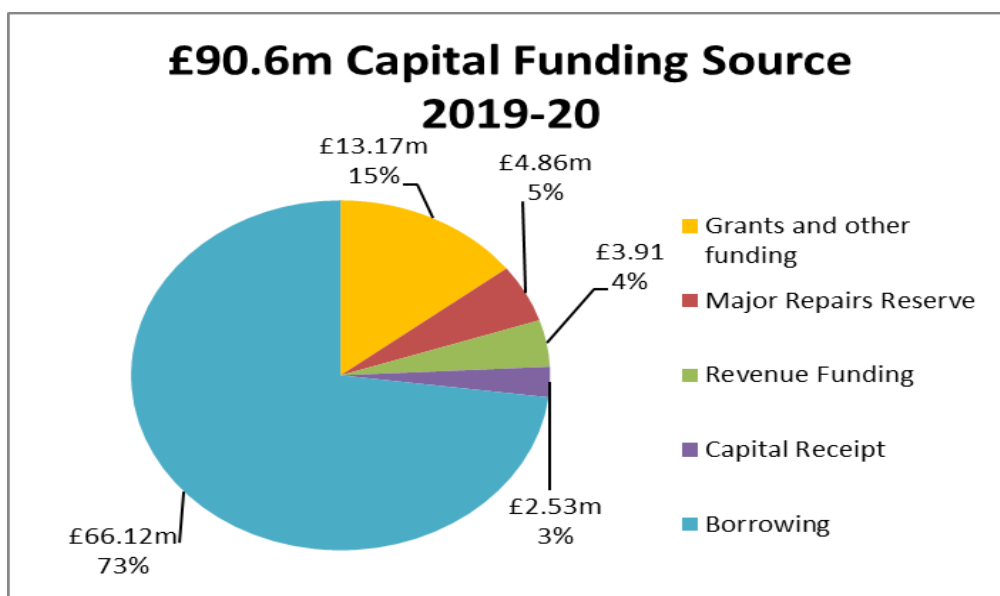
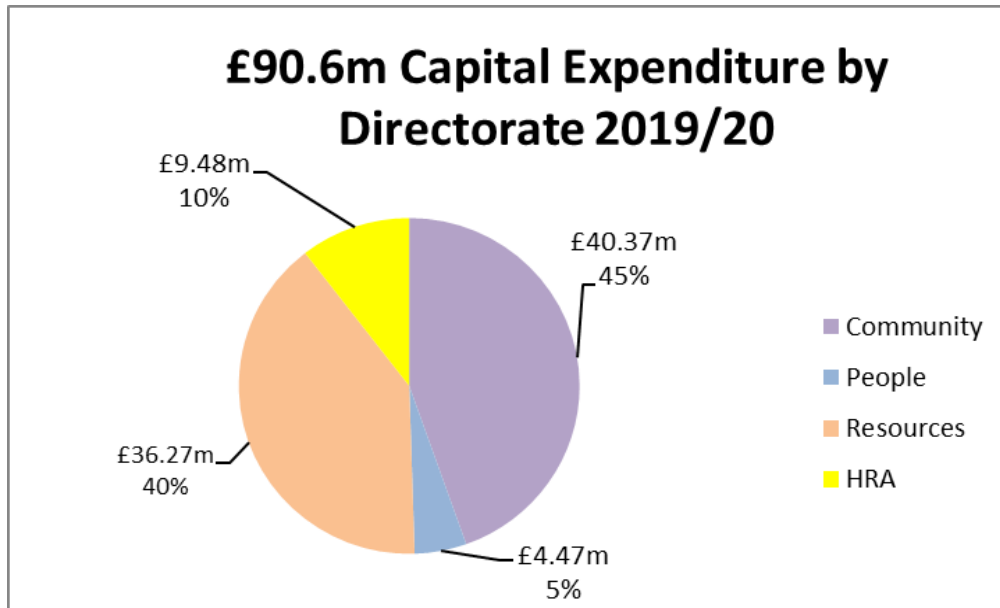
Major projects included in the capital programme were:

- Continued investment in new technology to improve Council Services;
- Acquisition of 1 Investment Property and an Office block in Central Harrow;
- Continuation of the Schools expansion programme including SEN provision;
- Highways improvement programme and Street Lighting Improvements;
- Continuation of the programme to redevelop the central depot;
- Redevelopment of Vernon Lodge and Atkins House;
- Improvements to parks and playgrounds;
- Upgrade of the CCTV Infrastructure;
- Purchase of new transport fleet;
- Provision of disabled facility grants to private sector tenants;
- Purchase of homes in Harrow for temporary accommodation;
- Improvements to the Council's housing stock;

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- Provision of new Council Homes

The following charts show how the £90.6m was spent by Directorate and also how the Capital Programme was funded:



Housing Revenue Account (HRA)

Housing supply from all providers increased by some 1,226 homes across Harrow in 2019/20. This is the highest increase in any year over the past 30 years and includes, for the first time in decades, a net increase in Council housing stock as a result of new house building in accordance with the Mayor of London's Building Council Homes for Londoners' Programme. 73% of the Heart of Harrow's new 2,800 homes have been completed within five years of the 15-year target. Contractors were also appointed to deliver Phase 1 of the Grange Farm regeneration, comprising 68 homes for social rent and 21 for shared ownership.

Collection Fund

The in-year Council tax collection rate for 2019-20 was 97.57% which compared favorably with the target of 97.25%. Business rate collection was 96.67% which was below the target of 97%. Collection of Business rates income is challenging due to the large number of small businesses in the borough. The overall position for the Collection Fund is a net surplus of £3.026m against an estimated surplus of £2.638m. This net variance of £0.388m was mainly as a result of slightly higher collection of council tax arrears.

Treasury Management

The main focus for Treasury Management is to maintain the value of investments, to ensure cash balances are maintained in a way to support the capital programme and maintain an adequate level of working capital, to seek optimum returns within these parameters and to minimize borrowing costs. The investment portfolio achieved an average return of 0.49% reflecting the short duration of investments held during the year.

During 2019-20, there was a net increase in borrowing of £76m. A £12m loan was repaid on maturity. £32m of short-term borrowing taken in 2018-19 was repaid on maturity. There was new borrowing of £120m mostly through PWLB. Total Borrowing at year end was £422m and the average interest rate was 3.5%. The strategy to fund capital expenditure was to use cash balances in-year, in recognition of the unfavorable gap between investment returns and borrowing costs.

Pensions

The Pension Fund is maintained at a level to meet the Council's long-term liability for pension benefits. The Fund's net assets decreased to £777.8m, almost entirely due to the decrease of £73.6m in the market value of investments. The Fund's investment performance for the year was -8.1%.

The financial statements include the relevant pension costs and provisions required to reflect the pension accounting arrangements under the International Accounting Standards (IAS19). For balance sheet purposes, the Council's estimated liabilities for retirement benefits exceeded the assets in the relevant funds by £407m at 31st March 2020. This is £1m more than the net liabilities of £406m twelve months earlier (see note 5.38.5).

The impact on council tax, however, is dependent on the actuarial valuation of the Pension Fund carried out every three years. The strategy is to achieve 100% funding over 20 years and to provide stability in employer contribution rates by spreading increases over a period of time. At the last valuation, carried out in March 2019, the fund was assessed as being 94% funded, corresponding to a shortfall of £52m. The Council's contribution rate for the financial year 2019-20 was 16%, plus a cash contribution of £7.3m, which brought the overall contribution rate to 24.87% for the year.

Harrow's 2019-20 Achievements

The Council's key achievements for the year are set out below and follow the Council's priorities:

Build a Better Harrow

Some 1,226 net housing completions were achieved in 2019/20 – the highest number of completions in any year over the past 30 years. 73% of the Heart of Harrow's new 2,800 homes completed within five years of the 15-year target. Contractors were appointed to deliver Phase 1 of the Grange Farm regeneration, comprising 68 homes for social rent and 21 for shared ownership.

Harrow is the lead commissioner for first Regional Adoption Agency in London and has been commended by the Minister for achieving this important new configuration to maximise permanent positive outcomes for children and young people.

Demand for our successful cultural services continues to grow. Bookings for classes and workshops at Harrow Arts Centre saw a 13% increase compared with Q1 2018-19. The pantomime at the Arts Centre (Aladdin) was the most successful to date, with excellent audience feedback. New library opening hours were introduced and there has been an increase in physical and online visits, compared to last year.

Works on the installation of a full-size 3G Artificial Grass Pitch at Bannister Sports Centre will start in summer 2020, supported by a £407k grant from by the Premier League and the FA Facilities Fund received in 2019/20.

Substantial improvements in waste collection, including the extension of food waste collections to flats, were confirmed by reduced complaints levels. The garden waste service for 2020 has been simplified. Improved performance was also noted in the areas of street cleanliness and compliant food establishments.

Supporting Those Most in Need

A Peer Review focusing on Adolescent Safeguarding identified a number of areas of strength for the Council, and a positive Ofsted report was published on Special Educational Needs and Disabilities provision, which is an excellent achievement against a background of financial constraints and confirms the delivery of positive outcomes for service users of these complex services.

Despite the significant challenges in adult services as a result of rising costs and demand, there has been significant progress this year on the Transformation of Adult Services with continued progress made in the "Resilient Communities" programme which was initially launched in 2018/19.

The all-ages disability service was successfully launched; and the health visitors and the infant feeding coordinator gained a Unicef Baby Friendly award. Harrow welcomed its first two families under the Vulnerable Persons Resettlement Scheme.

Preserving Vital Public Services

The Council secured £1.1m from the Department for Education, principally to cover the emergency works in the excellent response that the Council led when chalk mines were discovered under Pinner Wood School.

Ofsted awarded the Children and Families service a judgement of Good, highlighting positive outcomes for children, strong leadership and good partnerships. Attainment in 2019 in schools and Early Years settings at all Key Stages has improved or been sustained at a high level overall and recent school inspections under the new framework have led to positive outcomes

The Council also continues to collaborate with Transport for London to improve transport access across the borough, which will see positive impacts on resident journeys in the borough.

A Strong Local Economy for All

A Business Skills Accelerator Programme was launched to support Harrow enterprises to grow and sustain their business through improving and developing their skills, knowledge and operations. Coupled with this, the Skills Escalator programme also started, to help residents earning less than the London Living Wage to increase their earnings through the provision of short accredited industry-recognised training courses. A record number of Harrow residents achieved a Skills for Life qualification in English and Maths with Adult Community Learning (Learn Harrow), with a 31% increase in achievements on last year.

Modernising Harrow Council

The Council's new transformation programme "Modernising How We Work" was launched. The HR team returned to direct employment by Harrow Council from the shared service with Buckinghamshire County Council in October 2019, and the Legal Services arrangement with the same Council also ended.

Building Control secured plan checking services on five major residential projects and the filming service more than achieved its planned income for the year.

The new Council Tax Support scheme, following the introduction of Universal Credit, was successfully consulted upon and was approved by Council in January 2020.

The Council's new website launched in October 2019, offering a personalised approach to accessing Council services online, and a further programme of work is ongoing.

1.3 Outlook for the Future

The Council, along with the rest of local government, is facing an unprecedented crisis following the outbreak of the global coronavirus pandemic that has impacted the lives of so many people in Harrow, the UK and worldwide and which resulted in the Country going into lockdown in March 2020.

The national and local response to the Covid-19 crisis has been unprecedented. For the Council this has involved action across many spheres of activity both with regard to our community leadership role and as provider of universal and specialist services.

The Council's response has been focused on ensuring that the core objectives of reducing the spread of the virus while protecting the most vulnerable members of our community have been achieved. In delivering this response much of this activity has been in partnership with other organisations including the NHS, Care providers, Local business and the voluntary and community sector.

The Covid-19 emergency is having a significant financial impact on the Council's financial position both for 2020/21 and the subsequent financial years. Given the size and scale of the potential impact on the Council's finances this will remain a key focus for the organisation going forward as without adequate short and medium term financial support from the Government the impact on the Council's ability to deliver services in an ongoing way will be severely compromised.

Prior to the Covid-19 crisis the Council was already facing substantial financial challenges as a result of ongoing annual reductions in funding received from Central Government as well as additional spending pressures caused by the increase in the cost of living and an increased demand for services in Adult Social care as a result of having an ageing population.

The Council responded to these pre-Covid-19 challenges by identifying efficiencies and looking at ways to innovate service delivery in accordance with a savings programme agreed by Full Council in February 2020 for the Financial Years 2020-21 to 2022-23. Over this period, further savings of £12.2m have been included in the Medium-Term Financial Strategy (MTFS). Even with these savings already identified, the Council faces budget gaps of £11.4m in 2021/22 and £11.2m in 2022/23. The financial impact of the Covid-19 emergency is being considered alongside the published MTFS and existing gaps totaling £22.6m.

In 2020-21 a Revenue budget of £174.8m was set along with a 3.99% increase in Council Tax which was approved by the Council in February 2020. The 3.99% increase reflected a 1.99% increase in respect of the traditional council tax increase and 2.0% for the Adult Social Care precept (ASC).

The General Fund Balance as at 31st March 2020 remains just above £10m (£10.008m) and the Earmarked Reserves are £43.6m at 31st March 2020, which compares with £52.3m at the 1st April 2019. As pressures on the Council's finances continue, it is anticipated that these reserves will need to be monitored closely to ensure that they are adequate and proportionate to the risks faced by Harrow.

All councils, not just Harrow, continue to find themselves in a very uncertain and volatile situation as a result of external events, beyond the Council's control, adversely impacting on funding and demand for Harrow services. Apart from the significant impact of Covid-19, the impact of Brexit also still remains uncertain.

There is no likelihood of any positive change expected in Central Government's funding levels to Local Government from either the fair funding or spending review which have now been delayed further beyond 2021/22. This continues to create a challenging environment for the very real role that local government plays in the local community and the positive impact that the Council can have on people's quality of life.

The 3 year budget (2020-21 to 2022-23) was set to address the financial challenges faced by the Council and to set out its plans for financial sustainability. This 3 year budget will be refreshed annually to ensure it accurately reflects the ongoing challenges faced.

1.4 Explanation of the Financial Statements

The Statements are prepared on a going concern basis, that is, they are prepared on the assumption that the Council will continue in operational existence for the foreseeable future. The Statements have been prepared in accordance with proper accounting practices and all relevant statutory requirements. Proper accounting practices represent compliance with the following:

- The Code of Practice on Local Authority Accounting in the United Kingdom 2019-20;
- All relevant International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

1.5 The Statement of Accounts

- **Statement of Responsibilities for the Statement of Accounts** sets out the respective responsibilities of the Council and the Chief Finance Officer.
 - **Comprehensive Income and Expenditure Statement (CIES)** shows the true economic cost of providing services in the year, valued in accordance with proper accounting practices. Differences between the true economic cost of providing services and the level of expenditure allowed by regulations to be funded by local taxation and dwelling rents are explained in the EFA.
 - **Movement in Reserves Statement (MiRS)** 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 'unusable reserves'. The Total Comprehensive Expenditure and (Income) line shows the true economic cost of providing the Council's services, more details of which are shown in the CIES.
 - **Balance Sheet** shows the value of the assets and liabilities recognised by the Council as at 31st March 2020, valued in accordance with proper accounting practices. The net value of these assets and liabilities is matched by the value of the Council's reserves. Usable Reserves can be used to provide services, subject to any statutory limitations on their use. Unusable Reserves cannot be used to provide services. These include reserves holding unrealised gains and losses on assets, which will only become available to provide services if the assets are sold, and reserves holding timing differences shown
- London Borough of Harrow Statement of Accounts 2019-20

in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

- **Cash Flow Statement** shows the changes in cash and cash equivalents of the Council during the year. The statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing or financing activities. Cash flows from operating activities show how the operations of the Council are funded by way of taxation, grant income and receipts from services provided by the Council. Cash flows from investing activities shows cash flows 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.
- **Housing Revenue Account (HRA)** shows the true economic cost in the year of providing housing services, valued in accordance with proper accounting practices. Differences between the true economic cost of providing housing services and the level of expenditure allowed by regulations to be funded by rental income is explained in the Statement of Movement on the HRA Balance.
- **The Collection Fund** is an agent's statement reflecting the Council's statutory obligation to maintain a separate Collection Fund. The statement shows tax income collected from local taxpayers and the distribution of this money to the Council, the Government and the GLA.
- **Annual Governance Statement** sets out the framework within which the effectiveness of the Council's internal controls (including financial controls) are managed and reviewed each year. The review reports on significant weaknesses, areas identified for improvement and the actions taken to strengthen these areas.
- **The Pension Fund Account** provides information about the financial position, performance and financial adaptability of the Fund. It shows contributions to the Council's Pension Fund for employees during the year, together with the pensions and other benefits paid from it, movements in investments during the year and the financial position of the Fund.

1.6 Receipt of further Information and acknowledgements

If you would like to receive further information about these accounts, please do not hesitate to contact me at the Finance Division, Resources and Commercial Directorate, Harrow Council (Dawn.Calvert@harrow.gov.uk).

The production of the Statement of Accounts would not have been possible without the exceptional hard work and dedication of staff across the Council. I would like to express my gratitude to all colleagues from the Finance Team and other services, who assisted in the preparation of this document. I would also like to thank them for all their support during the financial year.



Dawn Calvert CPFA
Director of Finance
14th July 2020

2 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 Harrow, that officer is the Director of Finance;
- Manage its affairs to secure economic, efficient and effective use of its resources and safeguard its assets; and
- Approve the statement of accounts (delegated to the Governance, Audit, Risk Management and Standards Committee (GARMS Committee)).

The Director of Finance's Responsibilities

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

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

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

The Director of Finance has also:

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

Certification by the Director of Finance:

I certify that the Statement of Accounts as set out in this document presents a true and fair view of the financial position of the Council as at 31st March 2020 and its income and expenditure for the year ended 31st March 2020.



Dawn Calvert CPFA
Director of Finance
14th July 2020

Governance, Audit, Risk Management and Standards Committee Certificate for the Approval of Accounts

These accounts will be considered and approved by the Governance, Audit, Risk Management and Standards Committee (GARMSC) at the meeting to be held in September 2020.

Signed on behalf of London Borough of Harrow Council.

Chairman (GARMSC)

3 Audit Opinion & Certificate

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LONDON BOROUGH OF HARROW

TO BE INCLUDED ON COMPLETION OF AUDIT

For and on behalf of Mazars LLP, Statutory Auditor

Chartered Accountants

4 Presentation of Financial Statements

4.1 Comprehensive Income and Expenditure Statement

2018-19				2019-20		
Gross Expenditure	Gross Income	Net Expenditure/(Income)		Gross Expenditure	Gross Income	Net Expenditure/(Income)
£000	£000	£000		£000	£000	£000
103,799	(38,181)	65,618	People - Adult Services and Public Health	106,782	(38,464)	68,318
218,301	(167,324)	50,977	People - Children and Families	203,483	(153,497)	49,986
93,019	(49,065)	43,954	Community	96,252	(50,431)	45,821
184,473	(164,006)	20,467	Resources	176,601	(149,842)	26,759
25,892	(31,554)	(5,662)	Housing Revenue Account	6.1 25,949	(31,940)	(5,991)
625,484	(450,130)	175,354	Cost of Services	609,067	(424,174)	184,893
42,398	0	42,398	Other Operating Income and Expenditure	5.8 13,243	(5,917)	7,326
31,458	(5,564)	25,894	Financing and Investment Income and Expenditure	5.9 38,252	(1,635)	36,617
0	(186,932)	(186,932)	Taxation and Non-Specific Grant Income	5.10 0	(204,079)	(204,079)
		56,714	(Surplus) Deficit on Provision of Services			24,757
		14,720	(Surplus) Deficit on revaluation of property, plant & equipment	5.23.1		(38,781)
		30,239	Remeasurements of net pension liability	5.23.4		(23,607)
		44,959	Other Comprehensive (Income) and Expenditure			(62,388)
		101,673	Total Comprehensive (Income) and Expenditure			(37,631)

4.2 Movement in Reserves Statement (MiRS)

	General Fund Balance £000	Housing Revenue Account £000	Earmarked Reserves £000	Capital Receipts Reserve £000	Major Repairs Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2018 brought forward	(10,008)	(7,474)	(43,312)	(18,619)	(4,242)	(27,538)	(111,193)	(422,390)	(533,583)
<u>Movement in reserves during 2018-19</u>									
Total Comprehensive Expenditure and (Income) (Note 4.1)	52,428	4,286	0	0	0	0	56,714	44,959	101,673
Adjustments between accounting basis & funding basis under regulations (Note 5.6)	(75,177)	(4,460)	0	481	(1,471)	997	(79,630)	79,630	0
Net (Increase)/Decrease	(22,749)	(174)	0	481	(1,471)	997	(22,916)	124,589	101,673
Other movements	22,749	174	(22,923)	0	0	0	0	0	0
(Increase)/Decrease in 2018-19	0	0	(22,923)	481	(1,471)	997	(22,916)	124,589	101,673
Balance at 31 March 2019 carried forward (Note 4.3)	(10,008)	(7,474)	(66,235)	(18,138)	(5,713)	(26,541)	(134,109)	(297,801)	(431,910)
Balance at 31 March 2019 brought forward (Note 4.3)	(10,008)	(7,474)	(66,235)	(18,138)	(5,713)	(26,541)	(134,109)	(297,801)	(431,910)
<u>Movement in reserves during 2019-20</u>									
Total Comprehensive Expenditure and (Income) (Note 4.1)	31,187	(6,430)	0	0	0	0	24,757	(62,388)	(37,631)
Adjustments between accounting basis & funding basis under regulations (Note 5.6)	(22,012)	6,289	0	(567)	(2,028)	(8,847)	(27,165)	27,165	0
Net (Increase)/Decrease	9,175	(141)	0	(567)	(2,028)	(8,847)	(2,408)	(35,223)	(37,631)
Other movements	(9,175)	89	9,086	0	0	0	0	3	3
(Increase)/Decrease in 2019-20	0	(52)	9,086	(567)	(2,028)	(8,847)	(2,408)	(35,220)	(37,628)
Balance at 31 March 2020 carried forward (Note 4.3)	(10,008)	(7,526)	(57,149)	(18,705)	(7,741)	(35,388)	(136,517)	(333,021)	(469,538)

4.3 Balance Sheet

31-Mar-19 £000		Notes	31-Mar-20 £000
1,162,918	Property Plant and Equipment	5.11	1,230,673
34,728	Investment Property	5.13	72,927
39,075	Long Term Debtors	5.15	16,017
<u>1,236,721</u>	Long Term Assets		1,319,617
11,105	Short Term Investments	5.14	23,615
33,399	Short Term Debtors	5.16	37,659
12,652	Cash and Cash Equivalents	5.17	38,606
<u>57,156</u>	Current Assets		99,880
(47,564)	Short Term Borrowing	5.18	(4,765)
(74,298)	Short Term Creditors	5.19	(80,873)
(5,780)	Provisions	5.20	(4,393)
<u>(127,642)</u>	Current Liabilities		(90,031)
(6,052)	Provisions	5.20	(5,907)
(302,451)	Long Term Borrowing	5.14	(422,403)
(420,507)	Other Long Term Liabilities	5.21	(424,484)
(5,315)	Capital Grants Receipts in Advance	5.33.3	(7,134)
<u>(734,325)</u>	Long Term Liabilities		(859,928)
<u>431,910</u>	Net Assets		469,538
(134,109)	Usable Reserves	5.22	(136,517)
(297,801)	Unusable Reserves	5.23	(333,021)
<u>(431,910)</u>	Total Reserves		(469,538)

4.4 Cash Flow Statement

2018-19 £000		Notes	2019-20 £000
(56,714)	Net (deficit)/surplus on the provision of services	4.1	(24,757)
94,649	Adjustments to net deficit on the provision of services for non cash movements	5.24.1	71,645
(11,012)	Adjustments for items included in the net deficit on the provision of services that are investing and financing activities	5.24.1	(32,801)
26,923	Net cash flow from Operating Activities		14,087
(40,118)	Investing Activities	5.24.2	(67,398)
20,707	Financing Activities	5.24.3	79,265
7,512	Net increase/(decrease) in cash and cash equivalents		25,954
5,140	Cash and cash equivalents at the beginning of the reporting period	5.17	12,652
12,652	Cash and cash equivalents at the end of the reporting period	5.17	38,606

5 Notes to the Financial Statements

5.1 Accounting Policies

5.1.1 General Principles

The Statement of Accounts summarises the Council's transactions for the 2019-20 financial year and its position as at 31st March 2020. The Council is required to prepare an annual Statement of Accounts in accordance with the Accounts and Audit (England) Regulations 2015, which require preparation in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019-20 supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments. The Council makes use of estimation techniques as deemed appropriate to specific circumstances and these are disclosed in the accounts where material.

The accounts have been prepared in accordance with three fundamental concepts:

- Going Concern;
- Primacy of Legislative Requirements; and
- Accruals of Income and Expenditure.

Going Concern

The Statement of Accounts have been prepared on a going concern basis, that is, the accounts have been prepared on the assumption that the Council will continue in operational existence for the foreseeable future.

Primacy of Legislative Requirements

Local Councils derive their powers from statute and their financial and accounting framework is closely controlled by primary and secondary legislation. To the extent that treatments are prescribed by law the accounting concepts outlined above may not apply in all cases. It is a fundamental principle of the Council's accounting that, where specific legislative requirements and accounting principles conflict, legislative requirements shall take precedence.

Accruals of Income and Expenditure

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

- Revenue is recognised when goods or services are transferred to an external customer in accordance with the performance obligations in the contract;
- Expenditure is recognised in respect of goods and services received when supplied in accordance with contractual terms;
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract; and
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be collected due to non-payment or default, the balance not expected to be collected is written down and a charge made to revenue.

London Borough of Harrow Statement of Accounts 2019-20

5.1.2 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

5.1.3 Material Items of Income and Expense

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

5.1.4 Prior Period Adjustments, Changes in Accounting Policies, 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.

Where a change in accounting policies 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.

5.1.5 Charges to Revenue for Non-Current Assets

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

- Depreciation or amortisation attributable to the assets used by the relevant service; and
- Revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.

The council is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make Minimum Revenue Provision (MRP) from revenue towards the reduction in its overall borrowing requirement. Depreciation, revaluation and impairment losses are therefore replaced by the MRP contribution in the General Fund, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Capital charges to the HRA are made in accordance with the Item 8 Determination. The HRA is not required to contribute MRP. Instead, depreciation charged to the HRA is transferred to the Major Repairs Reserve to be used to fund future HRA capital expenditure.

5.1.6 Accounting for Council Tax and NDR

Billing Authorities in England are required by statute to maintain a separate Collection Fund for the collection and distribution of amounts due in respect of Council Tax and Non-Domestic Rates (NDR). Billing Authorities act as an agent in respect of that proportion of Council Tax and NDR Income collected on behalf of preceptors.

Council Tax collected belongs proportionately to the Council and the Greater London Authority. NDR collected by the Council belongs to the Council (48%), to the Ministry of Housing, Communities and Local Government (25%) and to the Greater London Authority (27%).

The Council's share of Council Tax and NDR is recognised in the Comprehensive Income and Expenditure Statement. However, regulations determine the amount of council tax and NDR that must be included in the Council's General Fund. Therefore, the difference between the income included in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the Council's share of the end of year balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments, prepayments and appeals.

Where debtor balances for the above are identified as impaired because of a likelihood arising from a past event that payments due under the statutory arrangements will not be made (fixed or determinable payments), the asset is written down and a charge made to the Collection Fund. The impairment loss is measured as the difference between the carrying amount and the revised future cash flows.

5.1.7 Employee Benefits

Benefits Payable during Employment

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

Termination Benefits

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

Post-Employment Benefits

Employees of the Council are members of the following pension schemes:

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

The schemes provide defined benefits to members earned as employees who worked for the Council.

However, the arrangements for the teachers' scheme mean that the Council's share of net liabilities for these benefits cannot ordinarily be separately identified. The scheme is therefore accounted for as if it was a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet. The Comprehensive Income and Expenditure Statement is charged with employer contributions payable in the year.

The Local Government Pension Scheme

The Local Government Pension Scheme is accounted for as a defined benefit scheme.

The liabilities of Harrow Council Pension Scheme attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projected earnings for current employees.

Liabilities are discounted to their value at current prices, using a discount rate determined by the Actuary (based on the indicative rate of return on high quality corporate bonds).

The assets of Harrow Council Pension Fund attributable to the Council are included in the Balance Sheet at their fair value:

- Quoted securities – current bid price;
- Unquoted securities – professional estimate;
- Unitised securities – current bid price; and
- Property – market value current bid price.

The change in the net pension liability is analysed into the following components:

- Current Service Cost – the increase in liabilities as a result of years of service earned this year. This is allocated in the Comprehensive Income and Expenditure Statement to the service segments for which the employees worked;
- Past Service Cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years. This is debited to the (Surplus) or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement;
- Net Interest Cost – the change during the period in the net defined benefit liability (asset) that arises from the passage of time. This is charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- Expected return on assets – excluding amounts included in net interest on the net defined benefit liability (asset). This is charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- Gains or losses on settlements and curtailments – the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees. This is debited or credited to the (Surplus) or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement;
- Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions. This is debited or credited to the Pensions Reserve; and
- Contributions paid to the Councils' pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities, not accounted for as an expense.

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

London Borough of Harrow Statement of Accounts 2019-20

Discretionary Benefits

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

5.1.8 Events After the Reporting Period

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts. Two types of events can be identified:

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

5.1.9 Financial Instruments

Financial Liabilities

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

This means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest). Interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase / settlement. Regulations allow the impact on the General Fund Balance of these gains and losses to be spread over future years. The Council has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Assets

Financial assets are classified and measured on a basis that reflects the business model for holding the financial assets and their cash flow characteristics. The Council's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost.

Financial Assets Measured at Amortised Cost

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

Expected Credit Loss Model

The Council recognises expected credit losses on all of its financial assets held at amortised cost, either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Losses on debtors are recognised only on a lifetime basis.

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

5.1.10 Intangible Assets

The Council does not hold material intangible assets.

5.1.11 Government Grants, Contributions and Donated Assets

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

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

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that must be met by the recipient as specified, or the grant must be repaid.

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

Where revenue grants that have been credited to the Comprehensive Income and Expenditure Statement are intended to meet specific service expenditure that has not yet been incurred, an equivalent amount is transferred from the General Fund Balance to an Earmarked Reserve in the Statement of Movement in Reserves. A transfer back is made in future years to match expenditure as it is incurred.

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

5.1.12 Investment Property

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

Investment properties are measured initially at cost and subsequently revalued annually at fair value, based on the amount at which the asset could be sold in an orderly transaction between market participants at the measurement date. Investment properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

5.1.13 Joint Operations

The Council discloses pooled budgets and other joint operations where they are material. The pooled budget notes disclose all income and expenditure incurred under the arrangements. The Comprehensive Income and Expenditure Statement and the Balance Sheet include only the Council's share of income and expenditure.

5.1.14 Leases

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

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

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

The Council as Lessee

Finance Leases

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

Lease payments are apportioned between:

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

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

The Council is not required to raise Council Tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a contribution equal to the amount applied to write down the lease liability is made from revenue funds in accordance with statutory requirements. Depreciation and revaluation and impairment losses are transferred to the Capital Adjustment Account in the Movement in Reserves Statement so that there is no charge against Council Tax.

Operating Leases

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

The Council as Lessor

Finance Leases

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal.

Operating Leases

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

5.1.15 Overheads and Support Services

The costs of overheads and support services are charged to service segments in accordance with the Council's arrangements for accountability and financial performance.

5.1.16 Heritage Assets

A heritage asset is an asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Heritage Assets are generally recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below:

- Scheduled ancient monuments and war memorials are excluded from the balance sheet as there is either no information available on cost, or it is not practicable to obtain a valuation at reasonable cost; and
- Civic insignia are de-minimis for inclusion in the balance sheet.

5.1.17 Property, Plant and Equipment (PPE)

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

Recognition

Expenditure on the acquisition, creation or enhancement of PPE is capitalised on an accruals basis, provided that it increases the value of the asset and that it yields benefits to the council and the services it provides for more than one financial year.

Measurement

Assets are initially measured at cost, comprising:

- The purchase price;
- Any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-specific Grant Income and Expenditure line of the Comprehensive Income and Expenditure Statement.

The gain is then reversed out of the General Fund to the Capital Adjustment Account in the Movement in Reserves Statement.

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

- Infrastructure assets and assets under construction – depreciated historical cost;
- Council dwellings – current value, determined using the basis of existing use value for social housing (Existing Use Value - Social Housing (EUV-SH));
- Surplus assets – current value, determined as fair value based on the amount at which the asset could be sold in an orderly transaction between market participants;
- All other property assets – current value, determined as the amount that would be paid for the asset in its existing use (Existing Use Value – EUV); and
- Assets that the local Council intends to hold in perpetuity and have no determinable useful life and may have restrictions in their disposal are classified as community assets, and in this instance are generally valued at a nominal £1.

Where there is no market-based evidence of fair value because of the specialist nature of an asset, for example community schools, Depreciated Replacement Cost (DRC) is used as an estimate of fair value.

The Council has a rolling programme that ensures all PPE included in the Balance Sheet at fair value are revalued at least every five years and are reviewed at the year end to ensure that their carrying amount is not materially different from their fair value. Assets Under Construction are valued in the year that they come into use. Increases in valuations are usually matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for as follows:

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the

carrying amount of the asset is written down against the relevant service segment line(s) in the Comprehensive Income and Expenditure Statement; and

- Amounts written down against the relevant service segments are transferred to the Capital Adjustment Account in the Movement in Reserves Statement so that there is no charge against Council Tax or the HRA.

Impairment

Assets are reviewed at 31st March each year to determine whether there is any indication that their carrying amounts are greater than their recoverable amount. Where differences between the two amounts are estimated to be material an impairment loss is recognised.

Where impairment losses are identified, they are accounted for in the same way as revaluation decreases.

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

Depreciation

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

Depreciation is calculated on the following basis:

- Council dwellings – straight-line allocation over the useful life of the property as estimated by the valuer: generally 90 years, with the exception of material components: 15–20 years;
- Other buildings – straight-line allocation over the useful life of the property as estimated by the valuer: 20-80 years;
- Vehicles, plant, furniture and equipment: straight- line allocation 5 years;
- Infrastructure assets – straight-line allocation: 10-80 years;
- Freehold land - not depreciated;
- Community assets are held at nominal value and therefore are not depreciated; and
- Newly acquired or completed assets are depreciated in the year following acquisition or completion.

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

Componentisation

Material components are identified, valued at DRC, and depreciated separately. For Council Dwellings the Council identified the following material components:

Component	Valuation basis	Useful economic life when new
Central heating	1.2% of building net book value	15 years
Double glazing	1.7% of building net book value	15 years
Flat roof	Ranges £2,750 to £6,300	20 years
Kitchen	£5,000	15 years
Bathroom	£3,000	15 years

The Council applies the following de-minimis criteria to General Fund properties to identify material components to be depreciated:

	Criteria	De-minimis threshold
1	Main building value	The value of the building must be greater than £4m.
2	Main asset Useful Economic Life	The main asset life must be 20 years or more.
3	Component value	The value of the component must be 20% or more of the value of the main asset.
4	Component Useful Economic Life	The life of the component must be 60% or less of the life of the main asset.

Disposals

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

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. A proportion of receipts relating to housing disposals are payable to the Government. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's underlying need to borrow. Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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

5.1.18 Fair Value Measurement

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

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

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

The Council uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. The inputs to valuation techniques used are categorised within the fair value hierarchy, as follows:

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

5.1.19 Private Finance Initiative (PFI) and Similar Contracts

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor. As the Council is deemed to control the services that are provided under its PFI schemes, and as ownership of the property, plant and equipment will pass to the Council at the end of the contracts for no additional charge, the Council carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment. PFI non-current assets recognised on the Balance Sheet are revalued and depreciated in the same way as property, plant and equipment owned by the Council.

The amounts payable to the PFI operators each year are analysed into five elements:

- Fair value of the services received during the year – debited to the relevant service segment in the Comprehensive Income and Expenditure Statement;
- Finance cost – an interest charge on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- Contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- Payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease); and
- Lifecycle replacement costs – recognised as additions to Property, Plant and Equipment when the relevant works are carried out.

5.1.20 Provisions, Contingent Liabilities and Contingent Assets

Provisions

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

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

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

Contingent Liabilities

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

Contingent Assets

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

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

5.1.21 Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service segment in that year against the (Surplus) or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance.

Some reserves such as the Revaluation Reserve, Capital Adjustment Account, Collection Fund Adjustment Account, Financial Instruments Adjustment Account, Employee Benefit Reserve and Pensions Reserve are maintained for purely accounting purposes and do not represent usable resources available to the Council. Their use is governed by statutory and / or CIPFA guidance and are explained in the relevant policies.

5.1.22 Revenue Expenditure Funded from Capital under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service segment in the Comprehensive Income and Expenditure Statement in the year. A transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account is then made so that there is no charge against Council Tax.

5.1.23 Accounting for Schools

Community schools and voluntary aided schools are funded through Dedicated Schools Grant.

Community schools are recognised on the balance sheet as Property, Plant and Equipment. Expenditure, income, asset and liability balances for community schools are fully consolidated in the Statement of Accounts. Unspent funds belonging to the schools are included within the balance of Earmarked Reserves.

The Council does not have control over voluntary aided schools. Their assets and liabilities are not therefore included in the Council's accounts. Unspent funds belonging to the schools are included within the balance of Earmarked Reserves.

The Council does not have control over academy schools. Their asset, liability, income and expenditure balances are not included in the Council's accounts. Community schools that achieve academy status are derecognised in the balance sheet.

5.1.24 Value Added Tax (VAT)

VAT payable is included as an expense only to the extent that it is not recoverable from HM Revenues and Customs. VAT receivable is excluded from income.

5.1.25 Group Accounts

The Council has interests in subsidiary companies. These interests are not material to the accounts therefore groups accounts have not been prepared. The Council's interests in subsidiary companies are disclosed in the single-entity accounts as financial assets at cost, less any provision for losses.

5.2 Critical Judgements in Applying Accounting Policies

In applying accounting policies, the Council has made certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

Funding

There is a high degree of uncertainty about future levels of funding for Local Government coupled with severe pressures on public expenditure. The Council has, however, put in place a financial strategy to mitigate these risks. As a consequence, it is the Council's view that the level of uncertainty is not significant enough in terms of its anticipated impact to warrant an impairment of assets due to reduced levels of service provision, or a need to close facilities.

5.3 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 other relevant factors. However because balances cannot be determined with certainty, actual results could be materially different from assumptions and estimates.

The items on the Council's Balance Sheet for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	<p>Assets are depreciated over useful lives that are dependent on assumptions about the levels of repairs and maintenance that will be incurred in relation to individual assets. Adjustments to valuations and remaining useful economic lives have also been made on the basis of approved regeneration proposals.</p> <p>Assets valued at fair value are estimated based on quoted prices in active markets or other observable inputs for the type of asset being valued (fair value hierarchy levels 1 and 2).</p> <p>The outbreak of Covid-19 has impacted global financial markets. As at the valuation date, less weight can be attached to previous market evidence to inform opinions of value. Valuations are therefore reported on the basis of 'material valuation uncertainty' as per VPS 3 and VPGA 10 of the RICS Valuation - Global Standards. Consequently, less certainty and a higher degree of caution should be attached to the valuation. At the current time, it is not possible to accurately predict the impact of Covid-19 on the economy. Values have been based on the situation prior to Covid-19, on the assumption that values will be restored when the real estate market becomes more fluid.</p> <p>The fair value of some of the Council's investment properties and surplus assets cannot be estimated based on quoted prices in active markets or other observable inputs such as similar assets in active markets. In these cases fair value is measured using the most recent valuations adjusted to current valuation by the use of indexation and impairment review (fair value hierarchy level 3).</p>	<p>If the useful lives of assets are reduced, depreciation expense increases and the carrying amounts of the assets fall.</p> <p>Any reduction in asset values will result in a reduction in the Council's overall net asset position.</p>
Provisions	Provisions are estimated on the basis of current knowledge of the amount that will eventually be paid. It is possible that the amounts eventually paid may be more than expected.	If future liabilities exceed the amounts set aside, the additional amounts would have to be met from the Council's general fund.

Outstanding Debts	Provisions have been made for debt owed to the Council for which payment is doubtful. In the current economic climate, it is not certain that the amount provided for will be adequate. The economic impact of the Covid-19 pandemic has made the estimation of the level of provisions needed more difficult. There is greater uncertainty about the economic viability of debtors and hence their ability to settle their debts.	Provisions may not be adequate where there is a deterioration in collection rates caused by default i.e. debtors not being able to pay the amounts they owe the Council. These additional costs of default would have to be met from the Council's general fund.
Business Rates	The Council must meet its relevant share of backdated business rate appeals. A provision has been made within the accounts, utilising Valuation Office data and the analysis of successful appeals to date as at the end of the reporting period.	If the refunds payable are higher than the provision, the difference will reduce the balance on the Collection Fund and reduce the Council's share of business rates income in future years.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates, and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.	The assumptions used are reviewed yearly in respect of the calculation of the net liability and triennially in respect of the Council's pension contribution rate. Changes in assumptions may increase the net liability and future pension costs.

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

The following accounting policy changes are not yet reflected in the 2019-20 Code of Practice. They are not therefore reflected in the Statement of Accounts:

- IFRS 16 Leases (replaces IAS 17);
- Amendments to IAS 28 Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures;
- Annual Improvements to IFRS Standards 2015–2017 Cycle;
- Amendments to IAS 19 Employee Benefits: Plan Amendment, Curtailment or Settlement.

None of these changes are expected to have a material impact on the accounts.

5.5 Expenditure and Funding Analysis

Expenditure and Funding Analysis (EFA) shows how resources and expenditure are allocated for decision making purposes between the Council's directorates. It shows how expenditure in the year is applied and funded, and compares this with the true economic cost of providing services valued in accordance with proper accounting practices as shown in the CIES. The true economic cost is different from resources and expenditure allocated for decision making purposes because amounts charged to the General Fund Balance and the Housing Revenue Account for council tax setting and dwellings rent setting purposes are specified by regulations.

2018-19			2019-20		
Net Expenditure Chargeable to General Fund and HRA Balances £000	Adjustments between Funding and Accounting Basis Note 5.5.1 £000	Net Expenditure in Comprehensive Income and Expenditure Statement £000	Net Expenditure Chargeable to General Fund and HRA Balances £000	Adjustments between Funding and Accounting Basis Note 5.5.1 £000	Net Expenditure in Comprehensive Income and Expenditure Statement £000
67,687	(2,069)	65,618	66,356	1,962	68,318
40,971	10,006	50,977	42,469	7,517	49,986
45,618	(1,664)	43,954	49,095	(3,274)	45,821
14,641	5,826	20,467	9,214	17,545	26,759
0	(5,662)	(5,662)	(52)	(5,939)	(5,991)
168,917	6,437	175,354	167,082	17,811	184,893
(168,917)	50,277	(118,640)	(167,082)	6,946	(160,136)
0	56,714	56,714	0	24,757	24,757
			Surplus or Deficit		
(17,482)			(17,482)		
0			(52)		
(17,482)			(17,534)		
			Opening General Fund and HRA Balance		
			Plus Surplus on General Fund and HRA Balance in Year		
			Closing General Fund and HRA Balance as at 31 March *		

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

5.5.1 Note to the Expenditure and Funding Analysis - adjustments between funding basis and accounting basis under regulations

2019-20				
	Adjustments for Capital Purposes £000 (Note a)	Net Pension Adjustments £000 (Note b)	Other Differences £000 (Note c)	Total Adjustments £000 (Note d)
People - Adult Services and Public Health	(954)	1,677	1,239	1,962
People - Children and Families	(6,758)	6,868	7,407	7,517
Community	4,828	4,172	(12,274)	(3,274)
Resources and Commercial	8,476	1,867	7,202	17,545
Housing Revenue Account	(6,887)	646	302	(5,939)
Cost Of Services	(1,295)	15,230	3,876	17,811
Other income and expenditure	(4,844)	(9,907)	21,697	6,946
(Surplus)/Deficit and Comprehensive Income and Expenditure Statement Provision of Services				
(Surplus)/Deficit on Provision of Services	(6,139)	5,323	25,573	24,757

2018-19				
	Adjustments for Capital Purposes £000 (Note a)	Net Pension Adjustments £000 (Note b)	Other Differences £000 (Note c)	Total Adjustments £000 (Note d)
People - Adult Services and Public Health	(1,429)	1,433	(2,073)	(2,069)
People - Children and Families	6,635	6,841	(3,470)	10,006
Community	4,105	3,642	(9,411)	(1,664)
Resources and Commercial	15,133	(1,830)	(7,477)	5,826
Housing Revenue Account	155	604	(6,421)	(5,662)
Cost Of Services	24,599	10,690	(28,852)	6,437
Other income and expenditure	22,719	9,369	18,189	50,277
(Surplus)/Deficit and Comprehensive Income and Expenditure Statement Provision of Services				
(Surplus)/Deficit on Provision of Services	47,318	20,059	(10,663)	56,714

Note a: Adjustments for Capital Purposes - this column includes capital grants, the minimum revenue provision, gains and losses on the sale of property, plant and equipment, movements on the balance of investment properties, depreciation, amortisation, impairments, revaluation and other gains and losses charged to services.

Note b: Adjusts for the amount of pension current service cost charged to services which are in excess of the actual pension contributions paid.

Note c: Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute.

Note d: The total difference is analysed by nature in the first two columns of note 5.6: Note to the Movement in Reserves Statement.

5.6 Note to the Movement in Reserves Statement - adjustments between accounting basis and funding basis under regulations

2019-20	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000	£000	£000
Adjustments to Revenue Resources:						
Pension costs transferred to the Pensions Reserve	(24,492)	(646)	0	0	0	25,138
Depreciation	(27,861)	(7,659)	0	0	0	35,520
Impairment	7,274	111	0	0	0	(7,385)
Premiums and Discounts on Debt Restructure	403	45	0	0	0	(448)
Movements in market value of Investment Properties	(14,307)	0	0	0	0	14,307
Council Tax and NDR transfer to/from the Collection Fund Adjustment Account	(442)	0	0	0	0	442
Holiday pay transfer to/from the Accumulating Compensating Absences Adjustment Account	571	0	0	0	0	(571)
Revenue expenditure funded from capital	(3,268)	0	0	0	0	3,268
Non Current assets written out on disposal	(1,271)	(3,213)	0	0	0	4,484
Total Adjustments to Revenue Resources	(63,393)	(11,362)	0	0	0	74,755
Adjustments between Revenue and Capital Resources:						
Minimum Revenue Provision	21,978	8	0	0	0	(21,986)
Capital expenditure funded from revenue balances	3,681	0	0	0	0	(3,681)
Capital grants and contributions	15,152	7,523	0	0	(14,201)	(8,474)
Transfer of sale proceeds credited to the CIES	3,689	6,437	(10,126)	0	0	0
Administrative cost of non-current asset disposals	(19)	(82)	101	0	0	0
Payment to the Housing Capital Receipts Pool	0	(3,882)	3,882	0	0	0
Use of capital receipts to fund revenue expenditure	(3,100)	0	3,100	0	0	0
Transfer of HRA resources to the Major Repairs Reserve	0	7,647	0	(7,647)	0	0
Total Adjustments between Revenue and Capital Resources	41,381	17,651	(3,043)	(7,647)	(14,201)	(34,141)
Adjustments to Capital Resources:						
Use of the Major Repairs Reserve to fund capital expenditure	0	0	0	5,619	0	(5,619)
Use of the Capital Receipts Reserve to fund capital expenditure	0	0	2,476	0	0	(2,476)
Use of Capital Grants Unapplied Account to fund capital expenditure	0	0	0	0	5,354	(5,354)
Total Adjustments to Capital Resources	0	0	2,476	5,619	5,354	(13,449)
Total Adjustments	(22,012)	6,289	(567)	(2,028)	(8,847)	27,165

2018-19	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000	£000	£000
Adjustments to Revenue Resources:						
Pension costs transferred to the Pensions Reserve	(19,454)	(605)	0	0	0	20,059
Depreciation	(25,160)	(7,534)	0	0	0	32,694
Impairment	392	(100)	0	0	0	(292)
Premiums and Discounts on Debt Restructure	(3,779)	(1,837)	0	0	0	5,616
Movements in market value of Investment Properties	676	0	0	0	0	(676)
Council Tax and NDR transfer to/from the Collection Fund Adjustment Account	(3,879)	0	0	0	0	3,879
Holiday pay transfer to/from the Accumulating Compensating Absences Adjustment Account	(416)	0	0	0	0	416
Unwinding of discount on deferred capital receipts	921	0	0	0	0	(921)
Revenue expenditure funded from capital	(11,441)	(55)	0	0	0	11,496
Non Current assets written out on disposal	(31,420)	(4,114)	0	0	0	35,534
Total Adjustments to Revenue Resources	(93,560)	(14,245)	0	0	0	107,805
Adjustments between Revenue and Capital Resources:						
Minimum Revenue Provision	10,918	0	0	0	0	(10,918)
Capital expenditure funded from revenue balances	660	0	0	0	0	(660)
Capital grants and contributions	7,834	180	0	0	(3,563)	(4,451)
Transfer of sale proceeds credited to the CIES	171	2,862	(6,330)	0	0	3,297
Administrative cost of non-current asset disposals	0	(34)	34	0	0	0
Payment to the Housing Capital Receipts Pool	0	(757)	757	0	0	0
Use of capital receipts to fund revenue expenditure	(1,200)	0	1,200	0	0	0
Transfer of HRA resources to the Major Repairs Reserve	0	7,534	0	(7,534)	0	0
Total Adjustments between Revenue and Capital Resources	18,383	9,785	(4,339)	(7,534)	(3,563)	(12,732)
Adjustments to Capital Resources:						
Use of the Major Repairs Reserve to fund capital expenditure	0	0	0	6,063	0	(6,063)
Use of the Capital Receipts Reserve to fund capital expenditure	0	0	4,820	0	0	(4,820)
Use of Capital Grants Unapplied Account to fund capital expenditure	0	0	0	0	4,560	(4,560)
Total Adjustments to Capital Resources	0	0	4,820	6,063	4,560	(15,443)
Total Adjustments	(75,177)	(4,460)	481	(1,471)	997	79,630

5.7 Earmarked reserves

	Balance at 31-Mar-18	Transfers Out 2018-19	Transfers In 2018-19	Balance at 31-Mar-19	Transfers Out 2019-20	Transfers In 2019-20	Balance at 31-Mar-20
	£000	£000	£000	£000	£000	£000	£000
Earmarked Reserves:							
Transformation Reserve	0	0	(7,526)	(7,526)	0	0	(7,526)
Business Rates Pool Reserve	0	0	(4,279)	(4,279)	4,279	(1,800)	(1,800)
Budget Planning Reserve	(6,184)	0	(645)	(6,829)	4,200	0	(2,629)
Capacity Building Reserve	(1,198)	937	(4,000)	(4,261)	2,212	(1,172)	(3,221)
PFI Sinking Funds	(3,874)	0	(49)	(3,923)	0	(114)	(4,037)
Projects in progress	(454)	454	(2,384)	(2,384)	2,384	(3,224)	(3,224)
Revenue Grant Reserve	(3,100)	1,330	(3,156)	(4,926)	719	(2,862)	(7,069)
Public Health	(2,202)	500	(425)	(2,127)	280	0	(1,847)
MTFS Implementation Cost	(2,441)	374	0	(2,067)	292	0	(1,775)
CIL - Harrow	(5,886)	343	(3,405)	(8,948)	3,612	(2,452)	(7,788)
Dedicated Schools Grant Reserve	0	0	0	0	2,944	0	2,944
Other earmarked reserves	(5,862)	3,465	(2,636)	(5,033)	618	(1,207)	(5,622)
Total Earmarked Reserves	(31,201)	7,403	(28,505)	(52,303)	21,540	(12,831)	(43,594)
Locally Managed School Balances	(11,580)	0	(1,647)	(13,227)	466	0	(12,761)
HRA earmarked Reserves	(531)	24	(198)	(705)	127	(217)	(794)
Total	(43,312)	7,427	(30,350)	(66,235)	22,133	(13,048)	(57,149)

Transformation, Budget Planning and Capacity Building Reserves: Resources set aside as additional contingency to support the budget.

Business Rates Pool Reserve: Income from the London Business Rates Pool that will be used to support the budget.

PFI Sinking Funds: The balance of unspent PFI grants. These will be used to fund future payments to PFI contractors.

Projects in Progress: Resources set aside for revenue expenditure committed but not yet incurred as at the balance sheet date.

Revenue Grants Reserve: Unspent balances of revenue grants restricted for specific purposes.

Public Health Reserve: Unspent balance of public health grant restricted to fund future public health expenditure.

MTFS Implementation Cost: Covers one off implementation and redundancy costs related to delivering the savings identified in the Medium Term Financial Strategy.

CIL – Harrow Reserve: Holds unspent Community Infrastructure Levy planning charges collected under the Planning Act 2008. The balance is restricted to fund local infrastructure projects.

Dedicated Schools Grant Reserve: The balance of schools expenditure eligible to be funded from Dedicated Schools Grant that will be funded from future years grant payments.

Locally Managed School Balances: Unspent balances of school funding which schools can carry forward to fund future expenditure. These balances are not available to the Council for general use.

5.8 Other operating income and expenditure

2018-19 £000		2019-20 £000
	Levies	
189	London Boroughs Grants Committee	188
295	London Pension Fund Authority	296
8,226	West London Waste Authority (WLWA)	8,475
204	Lee Valley Regional Park Authority	205
192	Environment Agency	197
9,106	Sub Total Levies	9,361
757	Payments to the Government Housing Capital Receipts Pool	3,882
32,535	Losses/(gains) on the disposal of non current assets	(5,917)
42,398	Total	7,326

5.9 Financing and investment income and expenditure

2018-19 £000		2019-20 £000
16,011	Interest payable and similar charges	16,864
6,078	Premium on debt restructure	0
9,369	Net interest on the net defined benefit liability	9,907
(1,351)	Interest receivable and similar income	(1,635)
(4,213)	Income in relation to investment properties & changes in their fair value	11,481
25,894	Total	36,617

5.10 Taxation and non- specific grant income

2018-19 £000		2019-20 £000
(120,857)	Council tax income	(127,958)
(33,599)	Business Rates Retention	(25,375)
(10,578)	Business Rates Top-Up Grant	(13,753)
(2,998)	London Business Rates Pool	(1,044)
(3,482)	New Home Bonus Grant	(4,345)
(3,366)	Section 31 Grants	(3,198)
(2,014)	Flexible Homeless Support Grant	(1,478)
(2,024)	Other General Grants	(4,253)
(8,014)	Capital grants and contributions (Note 5.33.2)	(22,675)
(186,932)	Total	(204,079)

5.11 Property, plant and equipment

2019-20	Council Dwellings	Other Land and Buildings	Vehicles, Plant, Furniture & Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Surplus Assets	Total Property, Plant, IT and Equipment	PFI Assets Included in Property, Plant, IT and Equipment
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation									
At 1 April 2019	411,604	550,281	52,597	212,871	1	49,507	16,922	1,293,783	44,762
Reversal of accumulated depreciation on revaluation	(6,518)	(7,818)	0	0	0	0	0	(14,336)	0
Additions	2,478	7,356	10,699	8,635	95	31,411	0	60,674	266
Revaluation increases/(decreases) recognised in the Revaluation Reserve	26,739	10,968	0	0	0	0	1,075	38,782	790
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	0	7,760	0	0	(256)	0	0	7,504	0
Derecognition - Disposals	(3,807)	(707)	0	0	0	0	0	(4,514)	0
Derecognition - Other*	0	0	(5,380)	(8,292)	0	0	0	(13,672)	0
Reclassifications/ Transfer	19,159	(8,857)	796	7	161	(9,966)	(1,300)	0	0
At 31 March 2020	449,655	558,983	58,712	213,221	1	70,952	16,697	1,368,221	45,818
Accumulated Depreciation									
At 1 April 2019	(6,518)	(9,547)	(25,910)	(88,718)	0	0	(172)	(130,865)	(1,825)
Reversal of accumulated depreciation on revaluation	6,518	7,818	0	0	0	0	0	14,336	0
Depreciation charges for 2019-20	(7,362)	(9,067)	(8,215)	(10,876)	0	0	0	(35,520)	(958)
Derecognition - Depreciation on Disposal	607	222	0	0	0	0	0	829	0
Derecognition - Other*	0	0	5,380	8,292	0	0	0	13,672	0
At 31 March 2020	(6,755)	(10,574)	(28,745)	(91,302)	0	0	(172)	(137,548)	(2,783)
Net Book Value									
At 31 March 2020	442,900	548,409	29,967	121,919	1	70,952	16,525	1,230,673	43,035
At 31 March 2019	405,086	540,734	26,687	124,153	1	49,507	16,750	1,162,918	42,937

* The gross book value of fully depreciated assets that are no longer in use.

Notes to the Financial Statements

2018-19	Council Dwellings	Other Land and Buildings	Vehicles, Plant, Furniture & Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Surplus Assets	Total Property, Plant, IT and Equipment	PFI Assets Included in Property, Plant, IT and Equipment
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation									
At 1 April 2018	443,085	526,552	41,098	205,005	1	103,570	17,603	1,336,914	37,404
Reversal of accumulated depreciation on revaluation	(6,998)	(10,305)	0	0	0	0	0	(17,303)	0
Additions	342	9,667	12,964	11,576	428	2,114	0	37,091	299
Donated assets	0	0	0	0	0	0	0	0	0
Revaluation increases/(decreases) recognised in the Revaluation Reserve	(21,524)	6,869	0	0	0	0	(65)	(14,720)	1,791
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(100)	885	0	0	(493)	0	0	292	
Derecognition - Disposals	(4,844)	(33,718)	0	0	0	0	0	(38,562)	0
Derecognition - Other*	0	0	(6,198)	(3,731)	0	0	0	(9,929)	0
Reclassifications/ Transfer	1,643	50,331	4,733	21	65	(56,177)	(616)	0	5,268
At 31 March 2019	411,604	550,281	52,597	212,871	1	49,507	16,922	1,293,783	44,762
Accumulated Depreciation									
At 1 April 2018	(6,998)	(12,304)	(27,417)	(81,497)	0	0	(213)	(128,429)	(1,271)
Reversal of accumulated depreciation on revaluation	6,998	10,305	0	0	0	0	0	17,303	0
Depreciation charges for 2018-19	(7,248)	(9,805)	(4,691)	(10,952)	0	0	0	(32,696)	(554)
Derecognition - Depreciation on Disposal	730	2,298	0	0	0	0	0	3,028	0
Derecognition - Other*	0	0	6,198	3,731	0	0	0	9,929	0
Reclassification of assets	0	(41)	0	0	0	0	41	0	0
At 31 March 2019	(6,518)	(9,547)	(25,910)	(88,718)	0	0	(172)	(130,865)	(1,825)
Net Book Value									
At 31 March 2019	405,086	540,734	26,687	124,153	1	49,507	16,750	1,162,918	42,937
At 31 March 2018	436,087	514,248	13,681	123,508	1	103,570	17,390	1,208,485	36,133

* The gross book value of fully depreciated assets that are no longer in use.

5.11.1 Depreciation

The following useful lives have been used in the calculation of depreciation:

- Council dwellings – 90 years, with the exception of material components: 15–20 years;
- Other buildings – 20–80 years;
- Vehicles, plant, furniture and equipment: 5–10 years;
- Infrastructure assets – 10–80 years; and
- Freehold land - not depreciated.

5.11.2 Capital commitments

The Council has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment at a budgeted cost of £53.1m (£20.9m as at 31st March 2019). This expenditure will be incurred in 2020-21 and future years. The major capital commitments are as follows:

- HRA Building Council Homes for London scheme £29.0m (nil as at 31st March 2019)
- Redevelopment of the Council's central depot £13.6m (£9m as at 31st March 2019)
- Redevelopment of Waxwell Lane £4.7m (£nil as at 31st March 2019)

5.11.3 Revaluations

The Council has a rolling programme that ensures all Property, Plant and Equipment (PPE) included in the Balance Sheet at fair value is revalued at least every five years and reviewed at year-end to ensure that the carrying amount is not materially different from fair value. Valuations were carried out internally at 1st April 2019 except for surplus and investment properties and properties with greater than £400k of capital expenditure spent on them in-year, which were valued at 31st March 2020. Specialist and out of borough investment properties have been valued by Crosthwaites, Fleurets, Gerald Eve and Knight Frank. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. In estimating fair value, regard has been given to the nature of the property by reference to its use, location, size, method of construction, age, all other relevant matters, and the prevailing market forces.

The HRA portfolio is valued in line with the 5 year rolling programme as at 1st April 2019. The Land Registry Index is used to calculate the movement in property values between 1st April 2019 and 31st March 2020. The movement in HRA asset values has been analysed in note 6.2.3.

Rolling revaluation programme:

	Council Dwellings £000	Other Land & Buildings £000	Vehicles, Plant and Equipment £000	Infra- structure Assets £000	Asset Under Construction £000	Surplus Assets £000	Total £000	Investment Property £000
Valued at historical cost	0	0	29,967	121,919	70,952	0	222,838	0
Valued at fair value:								
As at 31st March 2020	442,900	320,546	0	0	0	16,525	779,971	72,927
As at 31st March 2019	0	75,703	0	0	0	0	75,703	0
As at 31st March 2018	0	88,765	0	0	0	0	88,765	0
As at 31st March 2017	0	45,927	0	0	0	0	45,927	0
As at 31st March 2016	0	17,468	0	0	0	0	17,468	0
Total Cost or Valuation as at 31st March 2020	442,900	548,409	29,967	121,919	70,952	16,525	1,230,672	72,927

This table excludes community assets valued at £1K

5.11.4 Trust, Foundation, Voluntary Aided and Academy Schools

The Council has a number of schools that are operated by various trusts, are classed as voluntary aided schools, or have transferred to Academy status. The Council is responsible for providing funding to the schools from the Dedicated Schools Grant (DSG) and Capital Resources, with the exception of the Academies who receive funding direct from the Government.

The Trustees of these schools have control of the school buildings and associated land. The assets are therefore not shown on the Council's Balance Sheet.

5.12 Heritage assets

The Council's heritage assets are as detailed below. With the exception of the Headstone Manor Listed Buildings which are operational assets valued at Existing Use Value, these assets are not included on the balance sheet as it is either not practical to obtain a valuation, historical cost information is not available or the value of the assets is insignificant.

1. Headstone Manor Moated Site and Listed Buildings: The moat is complete and water filled, varying in width between 7m and 14m. It is believed to date from the 14th Century. Headstone Manor (Grade I) was built circa 1310 and altered/added to in the 17th and 18th Centuries. The Tithe Barn (Grade II) dates from 1506 and the Small Barn has 14th century foundations.

2. Grim's Dyke Earthwork: A linear bank and ditch which had formed a continuous earthwork from the Harrow Weald Ridge, within the grounds of the Grim's Dyke Hotel, to Cuckoo Hill (and possibly beyond).

3. Pinner Hill Ice House: Believed to date from the mid 19th Century, it represents one of only two well preserved surviving ice houses in the Greater London area.

4. Pear Wood Earthwork: This earthwork is a linear bank and ditch, similar to Grim's Dyke, located within Pear Wood at Stanmore.

5. Pinner Deer Park: This represents a rare survival of ancient landscape in Greater London.

6. Civic Insignia: The Council owns items of Civic Insignia. There is a formal policy for the safe keeping and security of these items. These items are held at the Civic Centre and can be viewed by appointment through the Mayor's Office.

7. War Memorials: There are a number of war memorials situated within the Borough. The Imperial War Museum publishes a full list of all memorials on its website.

5.13 Investment properties

2018-19		2019-20
£000		£000
27,448	Balance at start of the year	34,728
6,194	Additions	53,426
0	Disposals	(920)
1,086	Net gains from fair value adjustments	(14,307)
<u>34,728</u>	Balance at end of the year	<u>72,927</u>

5.14 Financial instruments

The following categories of financial instrument are carried in the Balance Sheet at amortised costs:

	Long-term		Current	
	31-Mar-20 £000	31-Mar-19 £000	31-Mar-20 £000	31-Mar-19 £000
Investments				
Loans and receivables	0	0	23,615	11,105
Cash and cash equivalents	0	0	40,982	15,306
Total investments	0	0	64,597	26,411
Debtors				
Loans and receivables	16,017	16,373	0	0
Financial assets carried at contract amounts	0	0	28,880	22,484
Total Debtors	16,017	16,373	28,880	22,484
Borrowings				
Financial liabilities at amortised cost	(422,403)	(302,451)	(7,141)	(50,218)
Total borrowings	(422,403)	(302,451)	(7,141)	(50,218)
Other Liabilities				
PFI and finance lease liabilities	(17,364)	(14,918)	(1,156)	(583)
Total other liabilities	(17,364)	(14,918)	(1,156)	(583)
Creditors				
Financial liabilities carried at contract amount	0	0	(55,548)	(43,653)
Total creditors	0	0	(55,548)	(43,653)

The balances of debtors and creditors disclosed in the above note differ from the balance sheet because they include only balances relating to contractual arrangements and exclude balances relating to statutory debts that do not arise from contracts. Thus balances relating to Council Tax, NDR, government grants, housing benefits and outstanding parking fines etc. are excluded. The balance of short term debtors excludes £8.8m (£10.9m in 2018-19). The creditors balance excludes £24.2m (£30.1m in 2018-19). The cash and cash equivalents and current (short term) borrowings figures differ from the balance sheet because the £2.4m bank overdraft balance has been treated as current borrowings for the purposes of this note.

Gains and losses on financial instruments

Gains and losses on financial instrument balances during the year are as follows:

Financial Liabilities Measured at amortised cost	Financial Assets Loans and receivables	Total		Financial Liabilities Measured at amortised cost	Financial Assets Loans and receivables	Total
2018-19 £000	2018-19 £000	2018-19 £000		2019-20 £000	2019-20 £000	2019-20 £000
15,322	0	15,322	Interest Expenses	16,131	0	16,131
6,078	0	6,078	Premium on debt restructure	0	0	0
0	690	690	Impairment Losses	0	733	733
21,400	690	22,090	Interest payable and similar charges	16,131	733	16,864
0	(1,360)	(1,360)	Interest income	0	(1,635)	(1,635)
0	(1,360)	(1,360)	Interest and investment income	0	(1,635)	(1,635)
21,400	(670)	20,730	Net gain/(loss) for the year	16,131	(902)	15,229

Impairment losses on financial assets excludes losses relating to statutory debts that do not arise from contracts.

Fair value of assets and liabilities

The fair value of an instrument is an estimate of its current market value. Fair value calculations have been made using the following methodology and assumptions:

- Valuations make use of level 2 inputs i.e. inputs other than quoted market prices that are observable for the financial asset/liability;
- Accrued interest has been included in the fair value calculations;
- The fair value of trade and other receivables is taken to be the carrying value or invoiced or billed amount;
- The fair value of fixed term deposits is calculated by comparing the fixed term investment with a comparable investment with the same or similar lender for the remaining period of the deposit;
- The fair value of loans receivable is calculated using the appropriate benchmark market rate;
- The fair value of borrowing has been calculated using the appropriate premature redemption discount rate.

The comparison of carrying value with fair value where there is material difference is given below:

Carrying Amount 2018-19 £000	Fair Value 2018-19 £000	Difference 2018-19 £000		Carrying Amount 2019-20 £000	Fair Value 2019-20 £000	Difference 2019-20 £000
11,105	11,105	0	Investments	23,615	23,615	0
16,373	33,331	16,958	Loans and receivables	16,016	29,474	13,458
15,306	15,306	0	Cash and Cash	40,982	40,982	0
(350,015)	(562,532)	(212,517)	Borrowing	(427,168)	(831,618)	(404,450)

5.15 Long term debtors

31-Mar-19 £000		31-Mar-20 £000
16,137	West London Waste Authority	15,864
22,703	Deferred proceeds on sale of assets	0
235	Other Loans	153
<u>39,075</u>	Total	<u>16,017</u>

5.16 Short term debtors

31-Mar-19 £000		31-Mar-20 £000
2,414	Business Rates & Council Tax	1,047
27,505	Trade debtors	34,738
3,480	Other debtors	1,874
<u>33,399</u>	Total	<u>37,659</u>

5.17 Cash and cash equivalents

31-Mar-19 £000		31-Mar-20 £000
82	Cash held by the Authority	65
(2,654)	Bank current accounts	(2,376)
15,224	Short-term deposits with Banks and Building Societies	40,917
<u>12,652</u>	Total Cash and Cash Equivalents	<u>38,606</u>

5.18 Short term borrowing

31-Mar-19		31-Mar-20
£000		£000
(1,717)	Public Works Loan Board	(2,791)
(12,714)	Other Financial Institutions	(573)
(989)	Pension Fund	(1,289)
(32,144)	Other Loans	(112)
(47,564)	Total	(4,765)

5.19 Short term creditors

31-Mar-19		31-Mar-20
£000		£000
(8,770)	Business Rates & Council Tax	(8,714)
(51,790)	Trade Creditors	(57,766)
(13,738)	Other Creditors	(14,393)
(74,298)	Total	(80,873)

5.20 Provisions

	Insurance £000	Business Rate Appeals £000	Other Provisions £000	Total £000
Short Term				
Balance at 1 April	(1,100)	(2,880)	(1,800)	(5,780)
Additional provisions made	(982)	(912)	(978)	(2,872)
Transferred to/from Long Term	(145)	0	0	(145)
Amounts used	1,127	2,880	282	4,289
Unused amounts reversed	0	0	115	115
Balance at 31 March	(1,100)	(912)	(2,381)	(4,393)
Long Term				
Balance at 1 April	(6,052)	0	0	(6,052)
Transferred to/from Short Term	145	0	0	145
Balance at 31 March	(5,907)	0	0	(5,907)

Insurance: This provision is the estimated liability for insurance claims that the Council self funds, including actual claims submitted, and events for which the Council has not received a claim (incurred but not reported IBNR). The Council's insurance programme consists of a range of insurance covers in three broad classes; liability, property and motor. The Council's maximum potential liability is limited by a series of aggregate stop loss covers with the Council's insurers that are triggered when the total of all claims under the cover exceeds that amount for the period of insurance. It is Council policy not to insure "pound swapping" items (e.g. theft and "all risks" on equipment), or tree related subsidence claims. All IBNR (Incurred but not reported) amounts are calculated by the Council's actuary. The provision includes £1.53m to cover the cost of payments to Municipal Mutual Insurance in respect of future claims.

Business Rate Appeals: The provision covers the Council's share of the estimated business rate income that will be repaid due to successful appeals against the rateable value of business premises.

5.21 Other long term liabilities

31-Mar-19 £000		31-Mar-20 £000
0	Finance Lease Liability (Note 5.36.1)	(3,092)
(14,918)	PFI Lease Liability (Note 5.37)	(14,272)
(405,589)	IAS19 Pension Liability (Note 5.38.5)	(407,120)
<u>(420,507)</u>	Total	<u>(424,484)</u>

5.22 Usable reserves

31-Mar-19 £000		Note	31-Mar-20 £000
(10,008)	General Fund	4.2	(10,008)
(66,235)	Earmarked Reserves	5.7	(57,149)
(7,474)	Housing Revenue Account	6.1	(7,526)
(5,713)	Major Repairs Reserve	6.2.4	(7,741)
(18,138)	Capital Receipts Reserve	5.22.1	(18,705)
(26,541)	Capital Grants and Contributions Unapplied	5.22.2	(35,388)
<u>(134,109)</u>	Total Usable Reserves		<u>(136,517)</u>

5.22.1 Capital receipts reserve

The Capital Receipts Reserve accumulates proceeds from the disposals of land or other assets. Statute permits capital receipts to be used to fund new capital expenditure or to reduce Council indebtedness. The balance on the reserve shows the resources that have yet to be applied for these purposes at year end.

General Fund 2018-19 £000	HRA 2018-19 £000	Total 2018-19 £000		General Fund 2019-20 £000	HRA 2019-20 £000	Total 2019-20 £000
(5,031)	(13,588)	(18,619)	Balance unapplied at 1 April	(4,002)	(14,136)	(18,138)
(3,468)	(375)	(3,843)	Receipts in year - Others	(3,689)	(1,750)	(5,439)
0	(2,487)	(2,487)	Receipts in year - Right to Buy	0	(4,687)	(4,687)
0	34	34	Disposal Costs	19	82	101
0	757	757	Pooling payment to the MHCLG	0	3,882	3,882
1,200	0	1,200	Use of capital receipts to fund revenue expenditure	3,100	0	3,100
3,297	0	3,297	Applied during the year - others	0	0	0
0	1,523	1,523	Applied during the year - Right to Buy	0	2,476	2,476
<u>(4,002)</u>	<u>(14,136)</u>	<u>(18,138)</u>	Balance unapplied at 31 March	<u>(4,572)</u>	<u>(14,133)</u>	<u>(18,705)</u>

5.22.2 Capital grants and contributions unapplied

The Council receives various grants and contributions towards the financing of its capital programme each year. The following table details the transactions posted to the account for the period:

General Fund 2018-19 £000	HRA 2018-19 £000	Total 2018-19 £000		General Fund 2019-20 £000	HRA 2019-20 £000	Total 2019-20 £000
(24,729)	(2,809)	(27,538)	Balance unapplied at 1 April	(23,792)	(2,749)	(26,541)
(3,383)	(180)	(3,563)	Receipts in year	(10,329)	(7,524)	(17,853)
4,320	240	4,560	Applied during the year	4,569	4,437	9,006
<u>(23,792)</u>	<u>(2,749)</u>	<u>(26,541)</u>	Balance unapplied at 31 March	<u>(29,552)</u>	<u>(5,836)</u>	<u>(35,388)</u>

5.23 Unusable reserves

31-Mar-19 £000		Notes	31-Mar-20 £000
(146,598)	Revaluation Reserve	5.23.1	(182,432)
(548,291)	Capital Adjustment Account	5.23.2	(571,335)
12,021	Financial Instruments Adjustment Account	5.23.3	11,573
405,589	Pensions Reserve	5.23.4	407,120
(2,937)	Collection Fund Adjustment Account	5.23.5	(2,495)
5,126	Accumulating Compensated Absences Adjustment Account	5.23.6	4,556
(22,711)	Deferred Capital Receipts Reserve	5.23.7	(8)
<u>(297,801)</u>	Total Unusable Reserves		<u>(333,021)</u>

5.23.1 Revaluation reserve

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

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

The Reserve contains only revaluation gains accumulated since 1st 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.

2018-19				2019-20		
General Fund £000	HRA £000	Total £000		General Fund £000	HRA £000	Total £000
(97,006)	(68,765)	(165,771)	Balance at 1 April	(99,480)	(47,118)	(146,598)
(31,873)	(1,318)	(33,191)	Upward revaluation of property, plant & equipment	(31,338)	(27,433)	(58,771)
14,025	0	14,025	Less: reversal of past impairments charged to Provision of Services	15,895	372	16,267
(17,848)	(1,318)	(19,166)	Upward revaluation of assets charged to the revaluation reserve	(15,443)	(27,061)	(42,504)
25,713	21,905	47,618	Impairment of property, plant & equipment	12,409	77	12,486
(13,632)	(100)	(13,732)	Less: impairments charged to Provision of Services	(8,694)	(69)	(8,763)
12,081	21,805	33,886	Impairments charged to the revaluation reserve	3,715	8	3,723
			(Surplus) / Deficit on revaluation of non-current assets not posted to			
(102,773)	(48,278)	(151,051)	(Surplus) / Deficit on the Provision of Services	(111,208)	(74,171)	(185,379)
			Difference between fair value depreciation and historical cost depreciation	2,017	765	2,782
1,424	253	1,677	Accumulated gains on assets sold or scrapped	248	(83)	165
3,293	1,160	4,453	Amount written off to the Capital Adjustment Account	2,265	682	2,947
<u>(99,480)</u>	<u>(47,118)</u>	<u>(146,598)</u>	Balance at 31 March	<u>(108,943)</u>	<u>(73,489)</u>	<u>(182,432)</u>

5.23.2 Capital adjustment account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements, and 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 fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Council as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties.

The Account also contains net revaluation gains accumulated on Property, Plant and Equipment before 1st April 2007, the date that the Revaluation Reserve was created to hold such gains.

2018-19				2019-20		
General Fund	HRA	Total		General Fund	HRA	Total
£000	£000	£000		£000	£000	£000
(325,494)	(268,513)	(594,007)	Balance at 1 April	(282,595)	(265,696)	(548,291)
25,158	7,534	32,692	Reversal of depreciation charged to the CIES	27,861	7,659	35,520
(392)	100	(292)	Asset Impairment/ (Reversal of Impairment)	(7,274)	(111)	(7,385)
31,420	4,114	35,534	Non Current assets written out on Disposal	1,271	3,213	4,484
11,441	55	11,496	Revenue expenditure funded from capital under statute	3,268	0	3,268
(3,293)	(1,160)	(4,453)	Amounts written off from the revaluation reserve	(2,265)	(682)	(2,947)
0	0	0	Deferred credit on transfer of fixed asset	(22,703)	0	(22,703)
(3,297)	(1,523)	(4,820)	Use of the Capital Receipts Reserve	0	(2,476)	(2,476)
0	(6,063)	(6,063)	Use of the Major Repairs Reserve	0	(5,619)	(5,619)
(8,771)	(240)	(9,011)	Capital grants credited to the Cl&E	(9,389)	(4,437)	(13,826)
3,297	0	3,297	Reversal of use of the Capital Receipts Reserve	0	0	0
(10,918)	0	(10,918)	Minimum Revenue Provision	(21,978)	(8)	(21,986)
(660)	0	(660)	Revenue Contribution to Capital Outlay	(3,681)	0	(3,681)
(1,086)	0	(1,086)	Movements in the market value of Investment Properties debited/credited to the Cl&E Statement	14,307	0	14,307
(282,595)	(265,696)	(548,291)	Balance at 31 March	(303,178)	(268,157)	(571,335)

5.23.3 Financial instruments adjustment account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions. The Council uses the Account to manage premiums and discounts paid on the early redemption of loans. Premiums are debited and discounts credited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund Balance to the Account in the Movement in Reserves Statement. Over time, the balance is posted back to the General Fund Balance in accordance with statutory arrangements for spreading the burden on council tax. In the Council's case, this period is the unexpired term that was outstanding on the loans when they were redeemed.

2018-19 £000		2019-20 £000
6,405	Balance at 1 April	12,021
6,079	Premiums incurred in the current year and charged to the CIES	0
	Premiums and Discounts incurred in previous years to be charged against the General Fund and HRA in accordance with statutory requirements:	
(443)	General Fund	(403)
(20)	HRA	(45)
<u>12,021</u>	Balance at 31 March	<u>11,573</u>

5.23.4 Pensions reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post-employment benefits in the 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 pension funds, or pays pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and 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, by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.

2018-19 £000		2019-20 £000
355,291	Balance at 1 April	405,589
30,239	Remeasurement of the net defined benefit liability	(23,607)
	Reversal of items relating to retirement benefits debited or credited to the (Surplus) or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	
42,803	Employer's pensions contributions and direct payments to pensioners payable in the year	48,470
(22,744)		(23,332)
<u>405,589</u>	Balance at 31 March	<u>407,120</u>

5.23.5 Collection fund adjustment account

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax income in the Comprehensive Income and Expenditure Statement as it falls due from council tax payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

2018-19 £000		2019-20 £000
(6,815)	Balance at 1 April	(2,937)
	Amount by which council tax and NNDR income credited to CIES is different from income calculated for the year in accordance with Statute	
3,878.00		442
<u>(2,937)</u>	Balance at 31 March	<u>(2,495)</u>

5.23.6 Accumulating compensated absences adjustment account

The Accumulating Compensated Absences Adjustment 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 31st March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2018-19 £000		2019-20 £000
4,710	Balance at 1 April	5,126
(4,710)	Settlement or cancellation of accrual made at the end of the preceding year	
		(5,126)
5,126	Amounts accrued at the end of the current year	4,556
<u>5,126</u>	Balance at 31 March	<u>4,556</u>

5.23.7 Deferred capital receipts reserve

The Deferred Capital Receipts Reserve holds gains recognised on the disposal of non-current assets but for which settlement has yet to take place. Under statutory arrangements, the Council does not treat these gains as usable to finance new capital expenditure until they are received, at which point they are transferred to the Capital Receipts Reserve.

Regeneration projects	Other	Total		Regeneration projects	Other	Total
2018-19	2018-19	2018-19		2019-20	2019-20	2019-20
£000	£000	£000		£000	£000	£000
(22,192)	(11)	(22,203)	Balance deferred at 1 April	(22,703)	(8)	(22,711)
(921)	0	(921)	Regeneration Projects sale proceeds		0	0
410	0	410	Transfer to Capital Adjustment Account	22,703	0	22,703
0	3	3	Transfer to Capital Receipts Reserve on receipt of proceeds	0	0	0
<u>(22,703)</u>	<u>(8)</u>	<u>(22,711)</u>	Balance deferred at 31 March	<u>0</u>	<u>(8)</u>	<u>(8)</u>

The Council sold land assets to developers in 2016-17 in consideration for a number of newly-constructed dwellings and other property assets. These were transferred to Council ownership in 2019-20 on completion of the development. The amount disclosed as 'Regeneration Projects' was the fair value of the assets the Council was to receive, adjusted to account for the time value of money. The balance has now been transferred to the Capital adjustment account.

5.24 Notes to the Cash Flow Statement

5.24.1 Operating activities

2018-19 £000		2019-20 £000
	The cash flows for operating activities include the following items:	
16,011	Interest payable & similar charges	16,864
(1,351)	Interest and Investment income	(1,635)
(4,213)	Other investment income	11,480
	The surplus or deficit on the provision of services has been adjusted for the following non cash movements:	
20,059	Adjustment for pension funding	25,138
5,018	Increase/(Decrease) in Provision	(1,532)
32,402	Impairment and Depreciation	28,135
416	Accumulated Absence	(571)
35,534	Carrying amount of non-current assets disposed	4,484
(921)	Unwinding of discount	0
270	Other non cash items charged to CIES	907
(676)	Movement in the value of investment properties	14,307
(9,608)	Billing authority Collection Fund adjustments	685
	Items on an accrual basis	
6,919	(Increase)/Decrease in Debtors	(4,260)
5,236	Increase/(Decrease) in Creditors	4,352
94,649	Adjustments for non cash movements	71,645
(2,999)	Proceeds from the sale of non-current assets	(10,126)
(8,013)	Capital grants credited to surplus or deficit on the provision of services	(22,675)
(11,012)	Adjustments for investment and financing activities	(32,801)

5.24.2 Investing activities

2018-19 £000		2019-20 £000
(41,829)	Purchase of property, plant and equipment and investment property	(89,864)
(6,194)	Purchase of short-term and long-term investments	0
7,733	Capital grants received in year	24,494
2,999	Proceeds from the sale of property, plant and equipment and investment property	10,126
(3,357)	Proceeds from short-term and long-term investments	(12,511)
530	Other long term loans granted	357
(40,118)	Net cash flows from Investing Activities	(67,398)

5.24.3 Financing activities

2018-19 £000		2019-20 £000
(673)	Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-balance sheet PFI contracts	3,018
21,380	Repayments of short-term and long-term borrowing	76,247
20,707	Net cash flows from financing activities	79,265

5.25 Expenditure and income analysed by nature

The analysis of income and expenditure by service segment on the face of the Comprehensive Income and Expenditure Statement matches the Council's Directorate structure. Alternatively, total income and total expenditure can be analysed by nature.

2018-19			2019-20
£000	Expenditure/Income	Notes	£000
	Expenditure		
211,821	Employee benefits expenditure		209,601
136,069	Housing benefits		124,371
210,112	Other service expenses		217,732
25,028	Support service recharges (excl. employee costs)		25,076
42,453	Depreciation and impairment		32,288
73,857	Other expenditure	5.8 - 5.9	51,495
699,340	Total expenditure		660,563
	Income		
(128,525)	Fees, charges and other service income		(128,630)
(321,605)	Revenue grants included within cost of services	5.33.1	(295,545)
(192,496)	Other income	5.8 - 5.10	(211,631)
(642,626)	Total income		(635,806)
56,714	(Surplus) Deficit on Provision of Services		24,757

5.26 Road charging schemes under the Transport Act 2000

The Council must keep a separate account of any income or expenditure related to parking enforcement.

2018-19		2019-20
£000		£000
(9,203)	Penalty Charge Notices	(9,456)
(2,911)	On street meters	(1,180)
(1,003)	Residents Permits	(730)
(13,117)	Total income	(11,366)
3,320	Enforcement contract/costs	2,496
2,823	Other expenditure	1,179
6,143	Total expenditure	3,675
(6,974)	Total (surplus) for the year ending 31 March 2020	(7,691)
	<u>Utilisation of Surplus</u>	
6,974	Concessionary fares	7,691
6,974		7,691

5.27 Pooled budgets – Better Care Fund

The Council is the lead body for the Better Care Fund (BCF) with the NHS Harrow Clinical Commissioning Group (CCG). The BCF is managed by the Health & Wellbeing Board with representatives from the Council, CCG and voluntary organisations. The purpose of the BCF is to provide care and support for vulnerable people:

2018-19 £000		2019-20 £000
	Funding provided to the pooled budget	
(11,974)	· Harrow Contribution	(13,127)
(10,142)	· NHS Harrow CCG Contribution	(9,377)
<u>(22,116)</u>		<u>(22,504)</u>
	Revenue Expenditure met from the pooled budget:	
10,568	· Harrow Council	11,610
10,142	· NHS Harrow CCG	9,377
<u>20,710</u>		<u>20,987</u>
	Capital Expenditure met from the pooled budget:	
1,406	· Harrow Council - Disabled Facilities	1,517
<u>1,406</u>		<u>1,517</u>
<u>0</u>	Surplus for the year	<u>0</u>

5.28 Members' Allowances

Information on the Members' Allowance Scheme may be found on the Council's website.

2018-19 £000		2019-20 £000
827	Allowances	872
<u>827</u>	Total	<u>872</u>

5.29 Remuneration

The remuneration paid to the Council's senior employees is as follows:

5.29.1 Remuneration bands

The number of employees whose remuneration, excluding pension contributions was £50,000 or more is detailed below in bands of £5,000. The bandings include only the remuneration of employees that have not been disclosed separately in the 'Senior officer remuneration' note. The number of employees that exceeded the £50,000 including redundancy or voluntary severance payments is shown in the separate 'Due to Lump Sum' column.

Remuneration band	Number of Council Employees			
	Number in band	Due to Lump Sum	Number in band	Due to Lump Sum
	2019-20	2019-20	2018-19	2018-19
£50,000 - £54,999	119	0	122	4
£55,000 - £59,999	74	0	51	1
£60,000 - £64,999	43	0	48	0
£65,000 - £69,999	30	1	25	1
£70,000 - £74,999	10	0	33	0
£75,000 - £79,999	31	0	10	1
£80,000 - £84,999	3	0	6	0
£85,000 - £89,999	6	0	4	0
£90,000 - £94,999	6	0	9	1
£95,000 - £99,999	5	0	2	0
£100,000 - £104,999	4	0	5	0
£105,000 - £109,999	1	1	2	0
£110,000 - £114,999	4	1	1	0
£115,000 - £119,999	1	0	0	1
£120,000 - £124,999	0	0	1	0
£140,000 - £144,999	0	1	0	0
£255,000 - £259,999	0	1	0	0
	337	5	319	9

5.29.2 Senior officer remuneration

Remuneration Disclosures for employees defined by Regulation as Senior Employees whose salary is £150,000 or more per year

Position Held	Notes	Salary (including Fees and Allowances)		Employers Pension Contribution		Exit payments		Total Remuneration including employers pension contributions	
		£	£	£	£	£	£	£	£
		2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Sean Harriss (Chief Executive)	1	220,291	35,357	0	0	0	0	220,291	35,357
		220,291	35,357	0	0	0	0	220,291	35,357

Remuneration disclosures for Senior Officers whose salary is less than £150,000 but more than £50,000

Position Held	Notes	Salary (including Fees and Allowances)		Employers Pension Contribution		Exit payments		Total Remuneration including employers pension contributions	
		£	£	£	£	£	£	£	£
		2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Corporate Director - Community	2	146,733	150,856	0	0	0	0	146,733	150,856
Corporate Director - Resources	3	135,032	0	32,435	0	0	0	167,467	0
Corporate Director - People		146,733	128,416	18,246	30,820	0	0	164,979	159,236
Acting Chief Executive	4	0	131,402	0	31,536	0	0	0	162,938
Director Legal and Governance	5	160,224	153,319	38,579	35,549	0	0	198,803	188,868
Director of Finance		130,460	121,471	32,445	29,153	0	0	162,905	150,624
Acting Director of Adult Social Services	6	20,815	129,794	4,216	31,151	88,001	0	113,032	160,945
Director of Adult Social Services	7	110,089	0	27,379	0	0	0	137,468	0
		850,086	815,258	153,300	158,209	88,001	0	1,091,387	973,467

Note 1 Sean Harriss commenced on 3rd February 2019. He is not a member of the pension scheme.

Note 2 The Corporate Director is not a member of the pension scheme.

Note 3 The Corporate Director commenced on 20th May 2019.

Note 4 The Acting Chief Executive left the Council on 3rd February 2019.

Note 5 The Director's salary includes a payment of £16,972 for undertaking duties as the Council's Returning Officer.

Note 6 The Acting Director left the Council on 30th April 2019.

Note 7 The Director commenced on 27th May 2019.

5.30 Termination benefits

The number of exit payments split between compulsory and other redundancies and the total cost per band are set out below:

Exit Payments cost band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number of Exit Payments by cost band		Total cost of Exit Payments in each band	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
							£000	£000
£0 - £20,000	3	16	28	25	31	41	176	287
£20,001 - £40,000	0	9	4	4	4	13	94	358
£40,001 - £60,000	1	4	0	0	1	4	57	187
£60,001 - £80,000	0	0	0	1	0	1	0	63
£80,001 - £100,000	0	0	2	0	2	0	187	0
£100,001 - £120,000	0	0	1	0	1	0	111	0
Total	4	29	35	30	39	59	625	895

'Other departures agreed' in the above table are under the Council's Voluntary Severance Scheme.

The net value of termination benefits charged to the Cost of Services in the Comprehensive Income and Expenditure Statement is as follows:

Exit payment liabilities

2018-19 £000		2019-20 £000
895	Exit payments not provided for in 2018-19	595
0	Employment provision (w ithin note 5.20)	30
895	Included in cost of services	625

5.31 External audit costs

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

2018-19 £000		2019-20 £000
116	Fees payable to external auditors in respect of: External audit services carried out by the appointed auditor for the year	117
24	Certification of grant claims and returns for the year	25
<u>140</u>	Total	<u>142</u>

5.32 Dedicated Schools Grant

The Council's expenditure on schools is funded primarily by grant monies provided by Department for Education and known as the Dedicated Schools Grant (DSG). An element of DSG is recouped by the Department to fund academy schools in the local authority area. DSG is ring fenced and can only be applied to meet expenditure properly included in the Schools Budget as defined in the School Finance (England) Regulations 2018.

Details of the deployment of DSG receivable for 2019-20 are as follows:

	Central Expenditure £000	Individual Schools Expenditure £000	Total £000
Final DSG allocation 2019-20			217,336
Less: Academy recoupment			(89,324)
Final DSG after recoupment 2019-20			<u>128,012</u>
Plus: Brought forward from 2018-19			2,614
Less: Carry forward to 2020-21 agreed in advance			(1,702)
Agreed budgeted distribution in 2019-20	52,249	76,675	128,924
In-year adjustments	415	0	415
Final budget distribution for 2019-20	52,664	76,675	<u>129,339</u>
Less: Actual central expenditure	(54,318)		(54,318)
Less: Actual ISB deployed to schools		(76,454)	(76,454)
Carry forward to 2020-21	(1,654)	221	<u>(1,433)</u>
Total surplus carry forward to 2020-21			<u>(269)</u>

5.33 Grants income

5.33.1 Revenue grants included within the cost of services

The following revenue grants have been included within the cost of services in the comprehensive Income and Expenditure Account:

2018-19 £000	Grant	Awarding Body	2019-20 £000
(141,770)	Dedicated Schools Grant	Department for Education	(129,339)
(4,587)	Pupil Premium	Department for Education	(3,810)
(3,029)	Universal Infant Free School Meals	Department for Education	(2,274)
(2,744)	Private finance initiative	Various	(2,744)
(10,808)	Public Health	Department of Health	(10,523)
(113,997)	Rent Allowance	Department of Work and Pensions	(100,497)
(24,948)	HRA Rent Rebate	Department of Work and Pensions	(24,444)
(1,576)	New burdens	Department of Work and Pensions	(2,127)
(1,146)	Unaccompanied Asylum Seekers Grant	Home Office - UK Border Agency	(1,998)
(2,811)	EFA 6th Form Funding	Young People's Learning Agency	(4,352)
(4,679)	Improved Better Care Fund	Ministry of Housing, Communities and Local Gov.	(5,498)
(9,510)	Other Grants	Various	(7,939)
(321,605)	Total Revenue Grants included in the Comprehensive Income and Expenditure Account		(295,545)

5.33.2 Capital grants included within taxation and non-specific grant income

The following capital grants have been included within the cost of services in the Comprehensive Income and Expenditure Account:

2018-19 £000	Grant	Awarding Body	2019-20 £000
(3,822)	LA Capital Maintenance and Basic Need Grant	Department for Education	(8,535)
0	HRA Affordable Housing Grant	Greater London Authority	(3,073)
0	HRA Grange Farm Phases 1 & 2	Greater London Authority	(2,644)
(277)	Section 20 & 106 income	Various	(1,423)
(3,915)	Other	Various	(7,000)
(8,014)	Total Capital Grants included in Comprehensive Income and Expenditure Account		(22,675)

5.33.3 Capital grants receipts in advance

2018-19 £000	Grant - Capital	Awarding Body	2019-20 £000
(3,750)	Borough Intervention Agreement	Greater London Authority	(3,750)
(751)	Section 106 Capital Receipts	Various	(696)
(814)	Other Capital Grants	Various	(2,688)
(5,315)			(7,134)

5.34 Related parties

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

5.34.1 United Kingdom Government and other Public Bodies

Central government has significant influence over the general operations of the Council by providing the statutory framework within which the Council operates, significant funding in the form of grants and by prescribing the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received and payments to levying bodies are disclosed in the notes to the accounts. Payments to precepting bodies are detailed in the Collection Fund and Comprehensive Income and Expenditure Statement. The Better Care Fund pooled budget is disclosed in note 5.27.

Members and senior officers

Members of the Council have direct control over the Council's financial and operating policies.

The Register of Interests for Members can be viewed on the Harrow Council website. The register shows that Members hold various positions on the governing bodies of a number of organisations including charities, associations, academy schools and companies. In no case does the Council control any of these organisations by virtue of Members controlling their governing bodies.

The Council has significant influence over the decisions of a local charity due to a significant number of Members also being trustees on the governing body of the charity.

In 2019-20, the Council made the following payments for grants and services to the charity:

Organisation	Amount £000
West House and Heath Robinson Museum	9

Senior officers had no material transactions with related parties to disclose during the financial year.

5.34.2 London Borough of Harrow Pension Fund

The Council is the Administering Authority for the Pension Fund.

2018-19 £000		2019-20 £000
22,579	Employers Pension Contributions to the Fund	22,893
(846)	Administration expenses paid by the Fund	(906)
989	Cash Due to the Fund	1,289

5.35 Capital Financing

Total capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI contracts), together with the resources used to finance it. Capital expenditure results in an increase in the Capital Financing Requirement (CFR). CFR is thus a measure of the capital expenditure incurred historically by the Council that has yet to be financed. CFR is analysed in the bottom part of the note.

2018-19 £000		2019-20 £000
494,223	Opening Capital Financing Requirement	517,532
	<i>Capital Investment</i>	
37,091	Property, Plant and Equipment	60,674
6,194	Investment Property	53,426
11,496	Revenue Expenditure Funded from Capital under Statute	3,268
	<i>Sources of finance</i>	
(4,820)	Capital receipts	(2,476)
(9,011)	Government grants and other contributions	(13,825)
0	Deferred capital receipts	(22,703)
	Sums set aside from revenue:	
(660)	· Direct revenue contributions	(3,681)
(10,918)	· Minimum Revenue Provision	(21,986)
(6,063)	· Major Repairs Reserve	(5,619)
517,532	<i>Closing Capital Financing Requirement</i>	564,610
	<i>Explanation of movements in year</i>	
34,227	Increase in unsupported borrowing	69,064
(10,918)	Minimum Revenue provision	(21,986)
23,309	<i>Increase in Capital Financing Requirement</i>	47,078

5.36 Leases

5.36.1 The Council as Lessee

Finance Leases

The Council entered into new leases of vehicles and machinery in 2019-20.

Assets acquired under finance leases are included as part of Vehicles, Plant, Furniture and Equipment in the Property, Plant and Equipment balance in the Balance Sheet. The book value of these assets is £3.488m (nil in 2018-19). Outstanding lease liabilities are £3.601m (nil in 2018-19) and minimum lease payments of £4.831m (nil in 2018-19) will be made over the next 1 to 7 years.

Operating Leases

The Council enters into operating leases, principally in respect of properties. Properties leased include Premier House, Wealdstone, with the local Primary Care Trust, as well as some libraries and car parks. In addition, the Council leases residential properties from the private sector (PSLs) for homelessness needs. Contract end dates vary, with some of the properties being long leases in excess of twenty years. PSLs are generally between 2 to 5 years in length.

The expenditure relating to minimum lease payments charged to the Comprehensive Income and Expenditure Statement during the year in relation to the operating leases is analysed below.

31-Mar-19		31-Mar-20
£000		£000
2,816	Not later than one year	3,473
1,395	Later than one year and not later than five years	1,335
2,215	Later than five years	2,150
<u>6,426</u>		<u>6,958</u>
<u>3,710</u>	Min. lease payments charged to revenue in 19-20	<u>2,816</u>

5.36.2 The Council as Lessor

Finance Leases

The Council has granted 125 year peppercorn leases in respect of 14 maintained schools which transferred to Academy status prior to 2019-20 under the provisions of the Academies Act 2010.

Although the legal form of the transfer arrangement is a lease, and the Council retains the freehold, the transfer of schools to Academy status are treated as in substance a disposal in the Council's balance sheet. No maintained schools transferred to Academy status in 2019-20.

Operating Leases

The Council leases out property under operating leases for the provision of community services, such as sports facilities and community centres and for economic development purposes. The Council also leases out a number of investment properties.

Operating leases have been classified as Investment Properties or Property, Plant and Equipment, generating a rental stream of £4.2m in 2019-20 (£3.0m in 2018-19).

The future minimum lease payments receivable under non-cancellable leases in future years are:

31-Mar-19		31-Mar-20
£000	Land and Buildings	£000
3,138	Not later than one year	4,730
9,892	Later than one year and not later than five years	16,283
18,939	Later than five years	21,518
<u>31,969</u>		<u>42,531</u>

5.37 Private Finance Initiative (PFI)

The Council has two PFI contracts: special schools and Neighbourhood Resource Centres (NRCs). Both contracts fall within the scope of service concession arrangements under IFRIC 12 as the use of the assets is controlled by the Council and the assets revert back to the Council on the expiration of the contracts.

Under these contracts, the Council pays a unitary charge which is subject to payment deductions for service and availability failures, and increases each year for inflation based on RPI. The Council receives an annual PFI grant from the government for each scheme. Unused amounts of grant are transferred to sinking funds to finance future PFI payments.

At the end of the contracts the assets and all rights under the agreements revert to the Council at no additional cost. The providers are required to undertake regular benchmarking exercises for certain operational costs and market test these where necessary. In the event of default by the provider the Council has the option to either re-tender the contract and pay the contractor the highest compliant tender price, or to take over the contract and pay the contractor the estimated fair value of the agreement. In the event of voluntary termination the provider is entitled to a termination sum based on the debt outstanding. The Council is entitled to receive a 50% share of any refinancing gains.

Outstanding PFI lease liabilities are as follows:

Special schools

2018-19		2019-20
£000		£000
(10,777)	Balance outstanding at start of year	(10,406)
1,361	Lease repayments during the year	1,332
(990)	Finance charge	(956)
<u>(10,406)</u>	Balance outstanding at year end	<u>(10,030)</u>

NRCs

2018-19		2019-20
£000		£000
(5,272)	Balance outstanding at start of year	(5,095)
615	Lease repayments during the year	630
(438)	Finance charge	(423)
<u>(5,095)</u>	Balance outstanding at year end	<u>(4,888)</u>

5.37.1 Special schools

The contract relates to two new schools for pupils with learning disabilities, and the refurbishment of a first and middle school. The contract is for the provision of the facilities on Council sites under licence to the provider. The works were phased in and the three schools were fully operational by February 2006.

The Council is committed to make the following payments to the contractor for the duration of the contract:

	Payment for Services £000	Interest £000	Principal Repayment £000	Contingent Rent £000	Total £000
Schools					
Payable in 2020-21	1,239	921	453	90	2,703
Payable within 2 to 5 years	5,962	3,228	1,909	84	11,183
Payable within 6 to 10 years	8,167	2,959	3,518	245	14,889
Payable within 11 to 14 years	5,492	936	4,150	788	11,366
Total	20,860	8,044	10,030	1,207	40,141

5.37.2 Neighbourhood Resource Centres (NRC)

Three Centres have been provided under the Local Improvement Finance Trust (LIFT) initiative on Council sites under licence to the provider. These became operational in May 2009.

The Council is committed to make the following payments to the contractor for the duration of the contract:

	Payment for Services £000	Interest £000	Principal Repayment £000	Contingent Rent £000	Total £000
NRC					
Payable in 2020-21	294	406	193	230	1,123
Payable within 2 to 5 years	1,136	1,437	1,037	1,167	4,777
Payable within 6 to 10 years	1,951	1,265	1,607	1,851	6,674
Payable within 11 to 15 years	1,754	440	2,051	2,086	6,331
Total	5,135	3,548	4,888	5,334	18,905

5.38 Defined benefit pension schemes

5.38.1 Participation in pension scheme

The Council offers retirement benefits as part of the terms and conditions under which staff are employed. Although these benefits will not actually be paid until after employees retire, commitments to make the payments are recognised in the accounts at the time that the entitlements are earned.

The Council participates in the Local Government Pension Scheme (LGPS). This is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to ensure that sufficient funds are held to ensure that pension liabilities are paid when they are due.

5.38.2 Transactions relating to post-employment benefits

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

Cumulative actuarial remeasurement losses of £233m have been recognised in the Movement in Reserves Statement up to and including 2019-20 (£257m in 2018-19).

Expected employer contributions for 2020-21 are £20.5m, excluding any contributions in respect of unfunded benefits.

2018-19 8000		2019-20 £000
	Cost of Services:	
33,253	• current service cost	35,950
181	• past service costs	2,613
	Financing and Investment Income and Expenditure	
29,056	• interest cost	29,192
(19,687)	• interest income on scheme assets	(19,285)
42,803	Total Post Employment Benefit Charged to the (Surplus) or Deficit on the Provision of Services	48,470
	Other Post Employment Benefit Charged to the CIES	
	Remeasurements in net liability due to	
0	• changes in demographic assumptions	(11,365)
62,359	• changes in financial assumptions	(87,719)
(33,029)	• return on plan assets	118,818
909	• changes in other experience	(43,341)
30,239		(23,607)
73,042	Total Post Employment Benefit Charged to the CIES	24,863
22,744	Actual amount charged to the General Fund balance in the year	23,332

5.38.3 Reconciliation of present value of the scheme liabilities

The weighted average duration of the defined benefit obligation for scheme members is 19 years.

2018-19 £000		2019-20 £000
(1,116,211)	Opening balance at 1 April	(1,212,805)
(33,253)	Current service cost	(35,950)
(29,056)	Interest cost	(29,192)
(5,548)	Contributions by scheme participants	(5,519)
	Remeasurement (gains)/losses arising from changes in:	
0	Demographic Assumptions	11,365
(62,359)	Financial Assumptions	87,719
(909)	Other Experience	43,341
34,712	Benefits paid	39,581
(181)	Past service costs	(2,613)
<u>(1,212,805)</u>	Closing balance at 31 March	<u>(1,104,073)</u>

5.38.4 Reconciliation of fair value of the scheme (plan) assets

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

The actual return on scheme assets in the year was -£99.5m (2018-19: £53m).

2018-19 £000		2019-20 £000
760,920	Opening balance at 1 April	807,216
19,687	Interest income on plan assets	19,285
33,029	Remeasurement gain/(loss)	(118,818)
22,744	Employer contributions	23,332
5,548	Contributions by scheme participants	5,519
(34,712)	Benefits paid	(39,581)
<u>807,216</u>	Closing balance at 31 March	<u>696,953</u>

5.38.5 Scheme history

The liabilities show the underlying commitments that the authority has in the long run to pay post employment (retirement) benefits. The total liability has a substantial impact on the net worth of the Council as recorded in the Balance Sheet. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy. The deficit on the LGPS will be made good by investment returns in excess of the assumed discount rate and by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.

	2019-20 £000	2018-19 £000	2017-18 £000	2016-17 £000	2015-16 £000
Present value of liabilities	(1,104,073)	(1,212,805)	(1,116,211)	(1,102,110)	(933,174)
Fair value of assets	696,953	807,216	760,920	732,652	594,189
Net deficit in the scheme	(407,120)	(405,589)	(355,291)	(369,458)	(338,985)

5.38.6 Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the Projected Unit Method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Scheme liabilities have been assessed by Hymans Robertson LLP, an independent firm of actuaries, estimates for the Fund being based on the latest full valuation of the scheme as at 31st March 2019.

The principal assumptions used by the actuary have been:

2018-19		2019-20
	Long-term expected rate of return on assets in the scheme:	
7.0%	Equity investments	8.3%
	Mortality assumptions:	
	Longevity at 65 for current pensioners:	
22.2	Men	22.0
24.4	Women	24.3
	Longevity at 65 for future pensioners:	
24.0	Men	23.1
26.4	Women	26.3
	Financial assumptions:	
2.8%	Rate of increase in salaries	2.6%
2.5%	Rate of increase in pensions (CPI)	1.9%
2.4%	Rate for discounting scheme liabilities	2.3%
	Take-up of option to convert annual pension into retirement lump sum:	
50.0%	- Pre April 2008 Service	50.0%
75.0%	- Post April 2008 Service	75.0%

5.38.7 Scheme assets

LGPS assets consist of the following categories, by proportion of the total assets held. All categories are quoted in active markets:

31-Mar-19		31-Mar-20
13.0%	Debt Securities - Corporate Bonds	13.0%
2.0%	Private Equity	1.0%
9.0%	Real Estate: UK Property	7.0%
	Investment Funds and Unit Trusts:	
53.0%	Equities	53.0%
22.0%	Other	23.0%
1.0%	Cash and Equivalents	3.0%
<u>100%</u>		<u>100%</u>

5.38.8 History of experience gains and losses

	2019-20	2018-19	2017-18	2016-17	2015-16
	%	%	%	%	%
Differences between the expected and actual return on assets	-17.05	4.09	2.22	17.35	-3.20
Experience gains and (losses) on liabilities	-3.93	0.07	-0.02	1.79	1.55

5.38.9 Sensitivity of the defined benefit obligation to changes in actuarial assumptions

	Increase in present value of scheme liabilities	
	%	£000
0.5% decrease in the real discount rate	8	93,208
0.5% increase in rate of increase in salaries	1	6,893
0.5% increase in the rate of increase in pensions	8	85,696
1 year increase in member life expectancy	3 - 5	33,122 - 55,204

The sensitivity analysis has been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. Changes in some assumptions may however be interrelated. Estimations in the sensitivity analysis follow the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

5.39 Teachers' Pension Scheme

The Teachers' Pension Agency (TPA) provides retirement benefits for teachers on behalf of the Department for Innovation, Universities and Skills and the Department for Children, Schools and Families.

The assets and liabilities for the Teachers' Pension Scheme cannot be identified at individual employer level. It is therefore accounted for on the same basis as a defined contribution scheme.

In 2019-20 the Council made £7.40m (£6.86m in 2018-19) of employer contributions to the TPA. The current contribution rate is 23.68%. The rate increased from 16.48% on 1st September 2019 (16.48% in 2018-19).

5.40 Nature and extent of risks arising from financial instruments

The Council has adopted CIPFA's Code of Practice on Treasury Management and complies with The Prudential Code for Capital Finance in Local Authorities. As part of the adoption of the Treasury Management Code, the Council approves a Treasury Management Strategy before the commencement of each financial year.

The Treasury Management Strategy includes an Annual Investment Strategy in compliance with the Ministry of Housing, Communities and Local Government's Investment Guidance for Local Authorities. In order to minimise the risk to Council resources the Strategy gives priority to security and liquidity, rather than yield.

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

- Credit risk – the possibility that other parties might fail to pay amounts due to the Council.
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments.
- Market risk – the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates and stock market movements.

Credit risk

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

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with non-UK banks and financial institutions unless they are rated independently with a minimum score of AA- sovereign rating, A- long term rating, F1 short term rating. The Council does not rely solely on the credit ratings but also has regard to other measures including credit default swaps and equity prices when selecting commercial organisations for investment. Investments are diversified across institutions to ensure a spread of risk throughout the counterparty list. Information relating to the counterparties is constantly monitored and action taken should any institution fail to meet the minimum criteria.

The table below shows a summary of institutions with which the Council has deposits:

	Amount at 31-Mar-20	Historical experience of default	Historical experience adjusted for market conditions at 31-Mar-20	Estimated maximum exposure to default and uncollectability 31-Mar-20
	£000	%	%	£000
UK Banks	62,917	0.00	0.00	0
UK Money Market Funds	1,615	0.00	0.00	0
Customers	13,733	3.52%	22.64%	4,019
Total	78,265			4,019

The Council does not allow credit for customers. The financial instruments short term debtors balance is analysed by age as follows:

Amount at 31-Mar-19		Amount at 31-Mar-20
£000		£000
8,623	Less than three months	11,390
635	Three to six months	555
977	Six months to one year	711
323	More than one year	1,077
10,558	Total Debtors	13,733

Liquidity risk

The Council has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen, the Council has ready access to borrowings from the money markets to cover any day to day cash flow need and the Public Works Loans Board (PWLB) and money market for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure.

There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The Council has safeguards in place to ensure that a significant proportion of its borrowing does not mature for repayment at any one time in the future with Prudential Indicators included in the Treasury Management Strategy setting maximum levels of debt to mature within any financial year. This also aims to minimise the financial impact of re-borrowing at a time of unfavourable interest rates.

The maturity structure of long term borrowing is as follows:

31-Mar-19 £000		31-Mar-20 £000
	Source of Loan:	
(248,461)	Public Works Loan Board	(348,461)
(53,800)	Market Loans	(73,800)
(190)	Other financial institutions	(142)
<u>(302,451)</u>	Total	<u>(422,403)</u>
	Analysis of loans by maturity:	
(48)	1-2 years (1.4.2021 - 31.3.2022)	(46)
(5,098)	2-5 years (1.4.2022 - 31.3.2025)	(5,070)
(10,044)	5-10 years (1.4.2025 - 31.3.2030)	(20,027)
(287,261)	More than 10 years (1.4.2030 onwards)	(397,260)
<u>(302,451)</u>	Total	<u>(422,403)</u>

The more than ten years category in the above analysis includes a £20.8m LOBO – Lender Option Borrower Option loan where the lender may ask for the rate payable to be changed. The Council has the option to either accept this increase or repay the loan in full, without penalty. In the current economic climate it is not anticipated that any of these will be called and require repayment. However, if the lender does exercise its rights, this loan can be repaid from prudential borrowing.

Market risk

Interest rate risk

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

- borrowings at variable rates – the interest expense charged to the (Surplus) or Deficit on the Provision of Services will rise;
- borrowings at fixed rates – the fair value of the liabilities borrowings will fall;
- investments at variable rates – the interest income credited to the (Surplus) or Deficit on the Provision of Services will rise; and
- investments at fixed rates – the fair value of the assets will fall.

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the (Surplus) or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the (Surplus) or Deficit on the Provision of Services and affect the General Fund Balance.

The Council has a number of strategies for managing interest rate risk. The Council seeks to minimise this risk through expert advice on forecasts of interest rates received from our treasury management consultants. This is used to formulate a strategy for the year for both investments and borrowing. The Treasury Team monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long term returns, similarly the drawing of longer term fixed rates borrowing would be postponed. Also, where economic circumstances make it favourable, fixed rate loans will be repaid early to limit exposure to losses.

The long term borrowing of the Council is held at a fixed rate and thus there would be no effect on the Comprehensive Income and Expenditure Statement, if interest rates were different from those that prevailed on the Balance Sheet date.

The average balance of investments was £90m (£39m in 2018-19). With the base rate currently fixed at 0.10%, the risk of exposure from a downwards move is low. A positive movement of 1% in rates received on average investment balances would generate additional investment income of £0.90m.

5.41 Trust funds

Trust funds do not represent assets of the Council and are therefore not included in the Balance Sheet.

The Council acts as a custodian for various trust funds. The balance of these trust funds in 2019-20 was £216k (£223k in 2018-19).

In addition the Council acts as administrator for the Edward Harvist Charity. Charity funds are held in a permanent endowment fund. Income from the investment is distributed to 5 Boroughs who then make grants to appropriate organisations and individuals for the public benefit to improve the lives of their residents. The value of Charity funds in 2019-20 was £9.6m (£10.6m in 2018-19).

6 Housing Revenue Account

6.1 Housing Revenue Account (HRA)

The account is maintained in accordance with the provisions of the Local Government and Housing Act 1989 to show all the transactions relating to the provision, maintenance and management of the Council's housing stock.

2018-19 £000		Note	2019-20 £000	£000
	Expenditure			
8,351	Repairs and maintenance		8,428	
9,057	Supervision and management		9,289	
373	Rents, rates, taxes and other charges		108	
7,534	Depreciation of non current assets	6.2.3	7,647	
100	Impairment of non-current assets		0	
37	Debt management costs		37	
<u>25,452</u>	Total Expenditure			<u>25,509</u>
	Income			
(27,650)	Dwelling rents (gross)	6.2.1	(28,002)	
(591)	Non-dwelling rents (gross)	6.2.2	(549)	
(2,038)	Charges for services and facilities		(2,060)	
(1,275)	Contributions towards expenditure		(1,218)	
0	Reversal of impairment of non-current assets		(111)	
<u>(31,554)</u>	Total Income			<u>(31,940)</u>
	Net cost of HRA Services as included in the Whole Authority Comprehensive Income and Expenditure Statement			(6,431)
440	HRA's share of Corporate and Democratic Core			<u>440</u>
<u>(5,662)</u>	Net cost of HRA Services			<u>(5,991)</u>
	HRA share of operating income & expenditure included in the Whole Authority Comprehensive Income & Expenditure Statement			
1,286	Loss (Gain) on sale of HRA Fixed Assets			(3,143)
757	Pooling payments in respect of Right to Buy disposals			3,882
8,126	Interest payable and similar charges			6,380
(41)	Interest & investment income			(51)
<u>(180)</u>	Capital grants & contributions receivable			<u>(7,507)</u>
<u>4,286</u>	(Surplus) Deficit for the year on HRA services			<u>(6,430)</u>

Statement of Movement on the HRA Balance

2018-19 £000		Note	2019-20 £000
(7,474)	Balance on HRA at end of the previous year		(7,474)
4,286	Surplus for the year on the HRA Income & Expenditure Statement		(6,430)
(3,123)	Adjustment between accounting basis and funding basis under regulations	6.2.9	3,188
1,163	Net increase or decrease before transfers from reserves		(3,242)
(1,163)	Transfer to reserves	6.2.9	3,190
0	Increase in year on the HRA		(52)
(7,474)	Balance on HRA at end of the current year		(7,526)

6.2 Notes to the Housing Revenue Account**6.2.1 Dwelling Rents Income**

This is the total income due for the year after allowance is made for voids etc. At year end 0.88% of lettable properties were vacant (0.71% in 2018-19). The average de-pooled rents were £110.46 per week (£111.57 in 2018-19). There was an average rent reduction of 1% over the previous year. The average reduction, after taking into account service charges, was 0.88%.

6.2.2 Non-dwelling Rents

This includes garages. At the year-end 51.54% of garages were vacant (56.5% in 2018-19).

6.2.3 HRA Fixed Assets

	Land £000	Dwellings £000	Assets under construction £000	Shops £000	Garages £000	Community Halls £000	Total 2019-20 £000
Net book value as at 1 April 2019	216,759	188,327	9,746	4,594	4,996	7,290	431,712
Revaluations and additions	(2,468)	50,843	(2,029)	508	323	612	47,789
Disposals	(1,258)	(1,942)	0	0	(14)	0	(3,214)
Gross book value as at 31 March 2020	213,033	237,228	7,717	5,102	5,305	7,902	476,287
Depreciation for year	0	(7,362)	0	(35)	(161)	(89)	(7,647)
Net book value as at 31 March 2020	213,033	229,866	7,717	5,067	5,144	7,813	468,640

The HRA portfolio has been revalued in line with the 5 year rolling programme of valuations as set out in the Accounting Policies and Revaluations note 5.11.3.

The valuation of HRA fixed assets has been prepared on the basis of Existing Use Value and calculated in accordance with the RICS Valuation – Professional Standards dated January 2014 but subject to amendment in accordance with the Department of Communities and Local Government (DCLG) Guidance for Stock Valuation for Resource Accounting 2016 (published November 2016).

A vacant possession valuation for dwellings at 1st April 2019 would have been £1,497m (£1,525m at 1st April 2018), therefore recognising the economic cost to the Government of providing Council housing at less than open market value of £1,092m (2018-19 £1,117m).

Depreciation has been charged on a straight line basis over the useful life of the property. Material components are depreciated separately. Please refer to the Accounting Policies for details.

6.2.4 Major Repairs Reserve

Councils are required to maintain a Major Repairs Reserve to fund capital expenditure. The main credit to the reserve is an amount equal to the total depreciation charge for HRA Assets.

	Balance 31-Mar-19 £000	Transfer to Reserve £000	Capital Expenditure £000	Debt Repayment £000	Balance 31-Mar-20 £000
Analysis of the Movement	(5,713)	(7,647)	4,860	759	(7,741)

6.2.5 Capital Expenditure and Funding Statement

2018-19 £000		2019-20 £000
	HRA Capital Expenditure	
4,233	Dwellings & garages	5,151
2,858	New build	4,333
<u>7,091</u>	Total	<u>9,484</u>
	Financed by:	
6,063	Major Repairs Reserve	4,860
1,120	Capital receipts - Right to Buy, Affordable Housing & other	187
240	Contributions & Grants	4,437
(332)	Borrowing	0
<u>7,091</u>	Total	<u>9,484</u>

6.2.6 Capital Receipts

Under the Local Government and Housing Act 1989 a proportion of receipts relating to housing disposals is payable to the Government. The balance can be used for new capital investment, construction of replacement housing or set aside to reduce the Council's underlying need to borrow.

Further details are provided in note 5.22.1.

6.2.7 Pensions (IAS 19)

The HRA is charged with its share of current and past service pension costs. To ensure there is no net effect on the HRA both entries are reversed out and replaced by employers' contributions payable via an appropriation to the Pension Reserve after net operating expenditure.

Further details are provided in note 5.38.

6.2.8 Housing Revenue Account Statistics

2018-19 Total	Housing Stock	Houses	Flats	Bungalows	2019-20 Total
105	4 or more bedrooms	101	2	2	105
1,337	3 bedrooms	1,245	103	1	1,349
1,406	2 bedrooms	541	877	26	1,444
1,914	1 bedroom	3	1,788	134	1,925
4,762	LBH managed stock as at 31 March	1,890	2,770	163	4,823
745	Garages				743
1,192	Leaseholders				1,201
	Summary of change in stock				
4,813	Stock as at 1 April				4,762
	Add/ (Less)				
(55)	Sales				(25)
4	New builds & Acquisitions				15
0	Transfer from General Fund				71
4,762	Total HRA stock at 31 March				4,823
	Measures of performance & information for disclosure notes to HRA				
£60.20	Average weekly costs per dwelling of management and maintenance				£56.83
£1.370m	Rent arrears (current and former tenants)				£1.830m
98.78%	Rent collection rate (BVPI 66a)				97.41%
2.00%	Current tenant arrears as percentage of rent roll (whether dwellings occupied or not)				2.04%
0.71%	Rent loss through voids				0.70%
£58k	Write offs in year				£96k
£651k	Provision for bad debts				£747k

6.2.9 Statement of Movement on the HRA Balance

2018-19 £000		2019-20 £000
	Adjustment between accounting basis and funding basis under regulations	
(1,837)	Difference between amortisation of premiums & discounts determined in accordance with the Code and those determined in accordance with statute	45
	Difference between any other item of income & expenditure determined in accordance with the Code and determined in accordance with statutory HRA requirements	
(1,286)	Gain (Loss) on sale of HRA fixed assets	3,143
(3,123)		3,188
	Transfer to / (from) earmarked reserves	
	HRA share of contributions to/from Pensions reserve :	
(604)	Net charges made for retirement benefits in accordance with IAS19	(646)
	Sums directed by the Secretary of State to be credited to the HRA that are not expenditure in accordance with the Code	
	Transfer to / (from) the Capital Adjustment Account	
(100)	Impairment	111
(55)	Revenue expenditure funded from capital resources under statute	0
0	Minimum revenue provision	8
180	Capital grants and contributions	7,523
(7,534)	Depreciation transfer	(7,660)
7,534	Transfer to the Major Repairs Reserve	7,647
	Transfers to/from Capital Reserves	
(757)	Pooling payments to MHCLG financed through capital reserves	(3,882)
173	Other	89
(1,163)		3,190
(4,286)		6,378

7 Collection Fund

This Collection Fund is an agent's statement that reflects the statutory obligations for the London Borough of Harrow, as billing authority, to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from tax payers and distribution to Local Authorities (London Borough of Harrow and the GLA).

7.1 Statement of Income and Expenditure

2018-19		2019-20		Total
		Business Rates & Crossrail	Council Tax	
£000		£000	£000	£000
Income				
(148,207)	Income from Council Tax	0	(158,621)	(158,621)
(60,897)	Income Collectable from Business Ratepayers	(55,839)	0	(55,839)
(1,113)	Income Collectable from Business Ratepayers - BRS	(1,083)	0	(1,083)
(210,217)	Total Income	(56,922)	(158,621)	(215,543)
Expenditure				
Apportionment of Previous year surplus / deficit				
3,117	Central Government	29	0	29
6,093	Harrow Council	(779)	3,003	2,224
4,172	Greater London Authority	(421)	633	212
Precepts, demands and shares				
0	Central Government	12,935	0	12,935
152,242	Local Demand (Harrow)	24,836	126,295	151,131
45,331	Greater London Authority	15,047	27,644	42,691
Impairment of debts / appeals				
0				0
7,843	Write offs of uncollectable amounts	6,463	1,201	7,664
1,459	Increase in bad debt provisions	(243)	1,456	1,213
700	Increase / (decrease) in provision for appeals	(2,600)	0	(2,600)
251	Costs of Collection	250	0	250
221,208	Total Expenditure	55,517	160,232	215,749
10,991	Movement on Fund balance: (Surplus) / Deficit for the year	(1,405)	1,611	206
(14,223)	(Surplus) / Deficit brought forward	1,225	(4,457)	(3,232)
(3,232)	(Surplus) / Deficit carried forward	(180)	(2,846)	(3,026)

Notes to the Collection Fund

7.1.1 Income from Council Tax

The Council tax is levied on domestic properties and the charge is based on the valuation band assessed for each dwelling. The council tax base, which is used in the tax calculations, is based on the number of dwellings in each band. This is adjusted for exemptions, discounts, disabled banding changes and council tax support. The Council Tax, as shown, reflects both Harrow Council and GLA services:

2018-19				2019-20		
Band D Ratio	Property Numbers	Council Tax £		Band D Ratio	Property Numbers	Council Tax £
Valuation Bands						
6/9	307	1,125.95	A = Not exceeding £40,000	6/9	358	1,189.86
7/9	1,728	1,313.61	B = £40,001 - £52,000	7/9	1,901	1,388.18
8/9	13,773	1,501.26	C = £52,001 - £68,000	8/9	14,448	1,586.49
1	24,305	1,688.92	D = £68,001 - £88,000	1	24,872	1,784.80
11/9	23,683	2,064.23	E = £88,001 - £120,000	11/9	23,931	2,181.42
13/9	10,503	2,439.55	F = £120,001 - £160,000	13/9	10,619	2,578.05
15/9	9,567	2,814.86	G = £160,001 - £320,000	15/9	9,559	2,974.66
2	2,324	3,377.84	H = £320,001 +	2	2,324	3,569.60
	86,190		Total		88,012	
	(1,724)		Adjustment for non-collection		(1,760)	
	84,466		Council tax base		86,252	

7.1.2 Business Rates

Business Rates are levied on non-domestic properties with the charge based on the rateable value assessed for each property. The Council acts both as an agent, collecting business rates on behalf of the GLA, and also collecting business rates for itself. From 2018-19 the Council became part of the London Business Rates Pool. Business rates collected in the Borough are, for the year 2019-20, split between relevant preceptors at the following percentages: the Council (48%), the GLA (27%) and MHCLG (25%).

The total non-domestic rateable value for the London Borough of Harrow at the year-end was £138.6m (£141.1m in 2018-19). The national non-domestic rate multiplier for 2019-20 was 50.4p (49.3p in 2018-19) with a lower multiplier for small businesses at 49.1p (48.0p in 2018-19)).

7.1.3 Business Rate Supplement - Crossrail

The Business Rate Supplement (BRS) is levied by the Greater London Authority to help fund Crossrail. The levy has remained at 2p on non domestic properties since its introduction in April 2010. The rateable value of properties to which it applies is £70,000 or above.

8 Annual Governance Statement

8.1 Introduction

Members and staff working for Harrow Council strive to achieve the Council's vision, priorities, values and outcomes as outlined in the Harrow Ambition Plan. Arrangements are in place to ensure that the intended positive outcomes for residents are achieved. To ensure good governance these arrangements are agreed and documented and together form the authority's governance structure.

8.2 Responsibility

Elected Members are collectively responsible for the governance of the council. The full council's responsibilities include:

- agreeing the council's constitution, comprising the key governance documents including the executive arrangements and making major changes to reflect best practice
- agreeing the policy framework including key strategies and agreeing the budget
- appointing the chief officers
- appointing committees responsible for overview and scrutiny functions, audit and regulatory matters and also for appointing Members to them.

Under the Local Government Act 2000 Harrow Council has adopted a leader and cabinet model and has established an overview and scrutiny function for Members outside the cabinet through which they can question and challenge policy and the performance of the executive and promote public debate.

The authority's governance structure is comprised of a number of key documents that aim to ensure that resources are directed in accordance with agreed policy and according to priorities as set out in the Harrow Ambition Plan, that there is sound and inclusive decision making and that there is clear accountability for the use of resources in order to achieve the desired outcomes for Harrow service users and local communities.

The governance structure, details of the annual review of governance including management assurance and partnership self-assessments that feed into the review and the Annual Governance Statement can be found on the Council's website at

<https://www.harrow.gov.uk/council/governance>

This currently shows the 2018/19 statement and will be updated with the 2019/20 statement once it has been agreed.

Covid-19 Impact on Governance

As a result of the COVID 19 (Coronavirus) crisis, the Government instituted 'lockdown' on Monday 23 March 2020. All Member level meetings including Cabinet were either postponed or cancelled and the Civic Centre was closed to all staff, with the exception of those delivering priority services. The Council implemented its emergency planning arrangements which included daily key Member briefings, a gold, silver and bronze command structure, and telephone briefings to staff.

Decision Making

Due to the COVID 19 crisis and the instructions and directions of the Government, it was not possible for Members to meet and take decisions between 23 March 2020 and 21 May 2020 due to the 'lockdown' and the requirement to maintain social distancing. Officers therefore took a number of operational decisions to comply with the Government's instructions and directions that Members were asked to ratify at the first Cabinet meeting since the lockdown on 21 May 2020.

Given the nature of the crisis, decisions needed to be made as a matter of urgency with risks being assessed on a daily basis by Chief Officers meeting via a gold, silver and bronze command structure with daily key Member briefings, weekly Cabinet briefings and a range of additional

briefings with other Members.

Whilst it was not possible to follow the Council's agreed decision making process the risk that decisions made by Chief Offices during this time would not be supported has been mitigated by these briefings to Members and by the Cabinet report to ratify these decisions.

Risk Management

Three risks relating to COVID 19 were included on the Quarter 4 Corporate Risk Register, covering the impact of the pandemic on the delivery of core services, a risk relating to the delivery of services to vulnerable people specifically susceptible to the virus and a risk that encompassed the financial impact on the Council, all of which were red rated.

Risks were assessed on a daily basis by Chief Officers meeting via a gold, silver and bronze command structure.

The on-going risks to the provision of services, to the financial impact on the Council as well as the risks associated with the recovery of Council operations post pandemic will be included in the Quarter 1 Corporate Risk Register.

Capacity & Capability

As the crisis developed, Harrow moved to ensure the resilience of its priority services to support vulnerable residents and to look after its staff. This response was influenced by concern about the impact of staff absences, the limitations of Harrow's IT system to allow staff to work remotely and its lean organisational capacity.

Managing the crisis, establishing the new services required by Government and ensuring priority service resilience absorbed considerable organisational capacity. Accordingly, non-priority activities or projects were halted or postponed and a 'Talent Hub' established to facilitate the voluntary redeployment of staff into priority areas. This strategy was successful and priority services were maintained.

Residents and Members were advised that responses to service queries and complaints might be delayed.

Impact on the production of the Annual Governance Statement

Whilst the review of governance is an ongoing process there is an annual process that requires assurances from officers across the Council which usually takes place in April and May each year. This year's process was disrupted due to the Covid 19 crisis as staff working in priority areas were unable during April to contribute to the process, other staff were also seconded to priority areas or dealing with new priorities, the limitations of the IT system to allow staff to work remotely and Council's overall lean organisational capacity. The process was begun in May and although the majority of the assurances have been received it has still not been possible to obtain assurance on some elements of the Council's governance structure in place during 2019/20 or to complete the analysis of the assurances and as a consequence a 2nd draft AGS will be produced once this work has been completed.

8.3 Effectiveness of Key Elements of the Governance Framework

Each year the Council undertakes a review of its governance arrangements to ensure the delivery of good governance in accordance with the requirements of the Accounts and Audit Regulations 2015 and in accordance with Delivering Good Governance in Local Government: Framework 2016 published by the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (Solace).

The 2019/20 annual review of governance comprised a review of governance arrangements in place against the core and sub-principles of good governance contained in the CIPFA Framework, Management Assurance provided by each Directorate on the operation of key elements of governance during 2019/20 and a review of a selection of joint working
London Borough of Harrow Statement of Accounts 2019-20

arrangements, undertaken during 2019/20. This was achieved via a self-assessment process co-ordinated and independently reviewed by the Council's Internal Audit Service. The effectiveness of key elements during 2019/20 is covered below:

8.3.1 Behaviour of Members and Staff

Codes of Conduct that define standards of behaviour for Members and staff have been developed and are included in the Council's Constitution. Mechanisms are in place to deal with Member and staff transgressions from these codes and policies are also in place for dealing with whistleblowing and conflicts of interest. Training on the Code of Conduct for Members took place after the local elections in May 2018 and was attended by 68% of Members, further training took place in January 2019 when a further 10% attended.

The Council values were developed through workshops with staff and Members and endorsed by Cabinet and Council in February 2016. They were launched and communicated to all staff in March 2016 and have been incorporated into the staff induction programme as well as the performance appraisal process and the staff are measured against these values annually.

8.3.2 Compliance with Laws and Regulations

Responsibility to comply with relevant laws and regulations and internal policies and procedures rests with the Council's managers some of whom have specific statutory obligations e.g. the Head of Paid Service, Director of Children's Services, Director of Adult Social Services, the Chief Finance Officer (Section 151 Officer), the Monitoring Officer and the Director of Public Health which are outlined in Article 12 of the Council's constitution. The Statutory Monitoring Officer functions to report on likely contravention of any enactment or rule of law and the Chief Finance Officer is responsible for identifying any proposal, decision or course of action that will involve incurring unlawful expenditure. No significant contraventions of law or course of action that would involve incurring unlawful expenditure occurred in 2019/20.

From 25th May 2018 the main provisions of the Data Protection Act 2018 (DPA) came into force to implement the EU General Data Protection Regulation (GDPR). This is an evolution of the data protection law rather than a revolution as many of the GDPR's concepts and principles are the same as under the DPA however, there are new elements and significant enhancements of individual rights that must be taken into account. In compliance with the requirements of the legislation a Data Protection Officer was appointed in August 2018 who during 2019/20 continued to embed the rights of data subjects and the requirements for the Council as a data controller.

In addition mandatory online training for all staff on information governance, cyber security and the new Data Protection legislation has been developed and was introduced across the Council in October 2018. The completion rates for this training at the end of 2019/20 were slightly higher than for 2018/19 however still disappointing at 65%. Consideration will be given to how the uptake of this training can be addressed. Members also received this training via a mix of face to face with the DPO and online training, 83% of all Members have now had training within the last 12 months a significant improvement on the 2018/19 completion rate of 29%.

The Freedom of Information Act (FOI) is a key piece of legislation that the Council is required to comply with and during the first 3 quarters of 2019/20 94% of FOI requests were dealt with within the 20 day timescale (Q4 data is not currently available).

In January 2019 the Committee on Standards in Public Life published its report on local government ethical standards and this was presented to the GARMS Committee in July 2019. The report looks at the current framework governing the behaviour of local government councillors and executives in England and makes a number of recommendations to promote and maintain the standards expected by the public. The report recommends a number of changes to legislation that may come into force in due course and makes some best practice recommendations for local authorities to consider as a benchmark of good ethical practice which they expect all local authorities can and should implement. The Committee resolved that steps be taken to introduce all the best practice recommendations set out in the Committee on Standards in Public Life report subject to, in relation to best practice recommendation 14,

officers providing guidance on an appropriate mechanism for accountability of the separate bodies established by the Council and intends to review the implementation of these in 2020. Best practice 14 states that: Councils should report on separate bodies they have set up or which they own as part of their annual governance statement, and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness, and publish their board agendas and minutes and annual reports in an accessible place.

Paragraph 8.3.20 below outlines the separate bodies set up by the Council and their relationship with the Council however the annual review of governance has highlighted that not all of these bodies are yet publishing their board agenda, minutes and annual reports.

8.3.3 Acting in the Public Interest

The annual review of governance 2019/20 confirmed that the Council can demonstrate a commitment to openness and acting in the public interest. This is achieved via the implementation of a governance structure which includes codes of conduct, a corporate appraisal process, a Standards Committee, registers of interests, gifts and hospitality, a whistleblowing policy, a corporate complaints process, a Corporate Anti-fraud & Corruption Strategy, Financial Regulations and Contract Procedure Rules and a Scrutiny Function. The Council's Financial Regulations were refreshed during 2018/19, agreed by Council and included in the constitution in February 2019. Staff was made aware of the refreshed regulations in the May 2019 staff newsletter and a training scheme is currently in development.

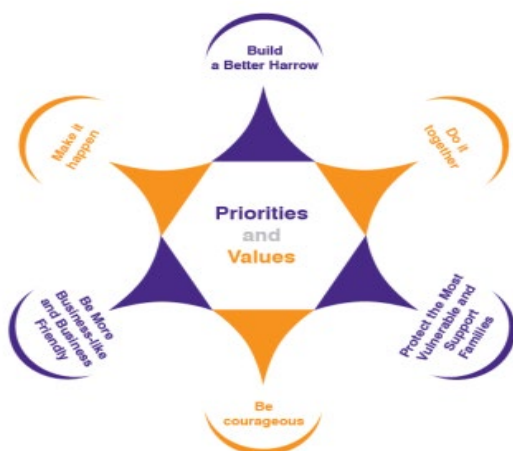
The Constitution was updated in July 2019 in respect of the following:

- Changes required to put in place a disciplinary procedure for statutory chief officers
- Inserting terms of reference for the Corporate Strategic Board and the Building a Better Harrow Board
- Principles of Decision Making
- Code of Conduct for Members
- Officer Employment Procedure rules

8.3.4 Communication and Consultation

Whilst a Communication Strategy/Plan was again not in place for 2019/20, the Council's Communications Team worked with all parts of the Council and a wide range of partner organisations and external stakeholders on media relations, marketing, campaigns, consultations, events, publications and social media in order to assist the Council in improving its relationship with its public. This includes keeping residents informed of Council activities, engaging them in dialogue around service delivery and soliciting their views to drive change.

8.3.5 The Council's Vision



The Council's vision, and intended outcomes for residents have been developed and are contained within the Harrow Ambition Plan 2020 which was refreshed for 2019/20 with no significant changes. In February 2020 the Council adopted its Borough Plan, which will succeed the Harrow Ambition Plan for 2020/21 onwards.

The original plan was communicated widely across the Council and the refreshed version is available on the Council's external website. This diagram, included in the plan, illustrates the 'golden thread' between the Council's vision and the Council's plans.

The 2nd draft AGS will include an update on service planning during 2019/20.



8.3.6 Putting the Vision into Practice

The original Harrow Ambition Plan 2020, 2019 refresh, contains courses of action to be taken by the Council to implement the vision during 2019/20. An update on the progress against the plan will be included in the 2nd draft AGS.

8.3.7 Decision-making

The Council's decision-making framework, including delegation arrangements, is outlined in the Constitution. Report templates are in use to ensure appropriate information is provided to decision makers including options considered, why a change is needed, implications of recommendations as well as risk management, legal, finance, and equalities implications. Decision reports are cleared by, or on behalf of, the Council's Monitoring Officer (legal) and the Chief Financial Officer and also by the relevant Corporate Director before they are presented to the decision makers (Council, Cabinet, Committees).

8.3.8 Measuring Performance

Throughout 2019/20 the Council's strategic performance has been tracked through a quarterly cycle of:

- Performance Briefings
- CSB performance discussions
- Joint Cabinet/CSB discussions
- Strategic Performance Reports to Cabinet

Capital and revenue financial performance was also reported quarterly to the Corporate Strategic Board, Cabinet and all Members with Treasury Management reported to Cabinet three times during the year.

The 2nd draft AGS to include confirmation from Management Assurance of Key Performance Indicators in place for 2019/20 and the reporting of performance against them.

Her Majesty's Passport Office, General Register Office – Compliance & Performance Unit issued two reports during 2019/20, a Stock and Security Assurance Assessment of the Council's Registrars Service in May 2019 that concluded that overall Harrow Council maintains 'High' security in relation to the security arrangements around the receipt, storage and use of the secure certificate stock (marriage, birth and death certificates) and an Annual Report 2018/19 issued in June 2019 that concluded that 'It is pleasing to note the very high level of service achieved by the local authority during the past year'.

The Law Society issued a report in February 2020 entitled Lexcel - Excellence in Legal Practice Management and Client Care that concluded that HB Public Law are to be commended in that 19 areas of good practice were identified during the assessment. These evidence either a diligent approach to complying with the requirements or identify areas in which the minimum Lexcel requirement has been exceeded and are also to be commended as no non-compliances were identified during the assessment.

In Adults Service a Harrow Peer Review – Commissioning for Better Outcomes was undertaken
London Borough of Harrow Statement of Accounts 2019-20

during 2019/20. This was a light touch review of the micro commissioning practices and wider intentions of the Directorate. Overall the practice and commitment was judged to be well embedded and evidenced. There was encouragement that Harrow's draft plans for change were on the correct track to further improve the commissioning processes.

Two reports from Ofsted were received during 2019/20 one on The Firs short Breaks Unit giving an outstanding assurance rating and the other on the Inspection of Local Authority Children Services giving a GOOD in all graded areas. Two further reviews were carried out in the Children and Young People Division during the year one from Ofsted and Care Quality Commission on SEND and the other carried out by the London Innovation and Improvement Alliance on Adolescent Safeguarding Peer Review. Further details on these will be provided in the 2nd draft AGS.

8.3.9 External Audit

During 2019/20 the authority provided timely support, information and responses to the Council's external auditors, Mazars, and properly considered their audit findings in relation to the 2018/19 draft accounts completed in May 2019. An unqualified opinion was given on the 2018/19 accounts and no recommendations were made by the auditors in relation to these accounts.

8.3.10 Roles and Responsibilities

The roles and responsibilities of Members, the most senior managers and statutory officers have been defined and documented in the constitution. After the local elections in May 2018 the new Leader of the Council made a number of changes to the roles and responsibilities of the Portfolio Holders and these were updated and included in the Constitution in May 2018. The roles and responsibilities of other managers and staff are defined and documented in Role Profiles attached to each post.

8.3.11 Financial Management

The Council's financial management arrangements during 2019/20 conformed with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015). An update on the 2019/20 budget will be provided in the 2nd draft of the AGS.

8.3.12 Monitoring Officer Function

The Statutory Monitoring Officer functions to report on likely contravention of any enactment or rule of law. The duties of the Monitoring Officer are outlined in Article 12 of the Council's constitution and are undertaken by the Council's Director of Legal and Governance Services. Effective arrangements were in place during 2019/20 to discharge these duties and no reports were made on any contraventions.

8.3.13 Head of Paid Service Function

The requirements of the Head of Paid Service function are also outlined in Article 12 of the Council's constitution and effective arrangements were in place for the discharge of these duties by the Chief Executive throughout 2019/20.

8.3.14 Development Needs

Following the local government elections in May 2018, new Members received a Members Induction pack and a welcome evening was arranged for all elected Members on 8 May, to cover Council values, conduct and Member interests plus a Members Marketplace was held on the 15 May to explain key Council services together with a programme of Member training in May/June 2018.

The organisational Development agenda has been an area of focus during 2019/20 with work to build line manager capabilities a priority. Work to develop effective metrics and measures for the new in-house Human Resources and Organisational Development service and to develop a People Strategy is also underway.

8.3.15 Managing Risks

The framework for identifying and managing risks was updated during 2016/17 and consists of a series of Directorate risk registers that feed into an overarching Corporate Register that clearly identifies the owner of each risk. A refresh and refocus of the Corporate Risk Register on key risks was undertaken in Q1 2018/19 reducing 33 risks down to 8. The Corporate Risk Register was updated three times during 2018/19 for Q1, Q3 and Q4. Updates were undertaken within each quarter, rather than at the end of each quarter as in previous years, making the register more current. Each update was presented to the CSB for review and challenge and to the Governance, Audit, Risk Management & Standards Committee to assist the Committee in monitoring progress on risk management in accordance with their Terms of Reference.

8.3.16 Counter Fraud and Anti-corruption Arrangements

The Council has a Corporate Anti-Fraud Strategy 2016-19 outlining its approach to tackling fraud that is reviewed annually. However no changes were made to the strategy in 2019/20. The refreshed Local Government Fighting Fraud & Corruption Locally Strategy (FFCL) was published online on 26th March 2020 and during 2020/21 the authorities' own strategy will be reviewed and updated to reflect any changes and best practice that the new FFCL Strategy recommends. The Council's Corporate Anti-Fraud Team undertook a self-assessment against the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014), during 2019/20, that reviewed progress against the five main principles within the code to improve the Council's arrangements. The result was a compliance level of 78%, unchanged from 2018/19, indicating that the authority has reached a 'good level' of performance against the code. Further work is currently being undertaken to determine the barriers preventing further improvement and the results of this will be reported in the 2nd draft of the 2019/20 AGS.

8.3.17 Scrutiny

The scrutiny function comprises an Overview and Scrutiny Committee (O&S), a Performance and Finance Sub-Committee (P&F), a Health and Social Care (H&SC) Sub-Committee and lead scrutiny councillors for:

- Health
- Community
- People
- Resources

The function is driven by the need to hold the Council and our partners to account for their performance and the establishment of the Performance and Finance Sub-Committee as the driver of scrutiny is a key component in ensuring that the function is focused on the issues of the greatest importance to the Council. The lead Members ensure that expertise to tackle particular areas of service delivery is maintained.

The structure is subject to regular review and is supported by meetings of the scrutiny leadership group, comprising the leads and the chairs and vice chairs of the committees, which considers agenda and review programmes, provides strategic direction for the function and overall co-ordination between the leads and committees.

During 2019/20 O&S met 9 times, P&F 2 times (with one meeting cancelled in March 2020 due to the Covid-19 crisis) and H&SC 4 times.

8.3.18 Internal Audit

A new Statement on the Role of the Head of Internal Audit was issued by CIPFA in 2019. It states that 'The head of internal audit (HIA) occupies a critical position in any organisation, helping it to achieve its objectives by evaluating the effectiveness of governance, risk management and internal control arrangements and playing a key role in promoting good corporate governance. The aim of this Statement is to set out the role of the HIA in public service organisations and to help ensure organisations engage with and support the role effectively.' The Statement contains 5 principles with organisational and HIA responsibilities

attached to each one. Overall throughout 2019/20 these principles were complied with however a small number of the organisational responsibilities need to be clarified and strengthened. The Internal Audit Service is also required to comply with the Public Sector Internal Audit Standards and to be reviewed externally against these standards every five years and internally regularly. An external peer review in June 2017 confirmed that the service 'generally complies' with the Public Sector Internal Audit Standards and the 2019 internal review against these standards confirmed this assessment.

8.3.19 Audit Committee

The duties of the audit committee are undertaken by the Governance, Audit, Risk Management & Standards Committee and an Internal Audit review undertaken during 2018/19 has established it generally operates in-line with the core functions of an audit committee as identified in Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2017). Two key actions coming out of the review was the update the Committee's Terms of Reference which were approved by Council and included in the constitution in February 2019 and the introduction of an Annual Report describing the work of the Committee throughout the year and demonstrating that the Committee has undertaken its role effectively, the first of which, for 2018/19 was presented to Council in January 2020.

8.3.20 Joint Working

Joint working, working in partnership with other local authorities and other bodies, and the use of alternative delivery vehicles has increased over recent years as local government generally, and Harrow Council specifically, has coped with less resources.

Throughout 2019/20 the Council's trading structure consisted of five separate legal entities as shown in the table below:

Harrow Council trading Structure		
Name	Legal Structure	Date Started Trading
Concilium Group Limited (Holding Company)	UK Limited Company	November 2015
Concilium Business Services Limited	UK Limited Company	November 2015
Sancroft Community Care Limited	UK Limited Company	January 2018
Concilium Assets LLP	Limited Liability Partnership	January 2019
HB Public Law Limited	UK Limited Company	April 2015

These entities have been set up to provide a financial or other benefit to the council whilst enabling it to undertake specific commercial activities. Harrow Council therefore either directly or indirectly holds a 100% controlling interest in each of the five trading entities.

Concilium Group Ltd. is a wholly owned commercial subsidiary of the council, set up with the dual purpose of consolidating the financials of its subsidiaries and to act as the minority partner in a council controlled Limited Liability partnership (Concilium Assets LLP). In effect, Concilium Group is a council owned holding vehicle.

Concilium Business Services Ltd (CBS - previously trading as Smart Lettings) is a wholly owned subsidiary of Concilium Group Ltd. with the principal aim of providing private lettings, property management, property administration and a tenant referencing service. Until February 2019 its principal source of revenue came from the property management of 100 homes, managed on behalf of Harrow Council. During 2019/20 CBS Ltd has undergone a strategic change of direction and as a result, CBS Ltd. is now only responsible for the legal ownership of 6 homes. CBS Ltd. shall retain 5% of the income collected from these tenants, distributing the remaining 95% back to the council.

Sancroft Community Care Ltd. Is another wholly owned subsidiary of Concilium Group Ltd. and was set up to take over the operation of the now 62 bed residential care home for the elderly. 45 of these beds are block contracted with the London Borough of Harrow under a five year

contract.

Concilium Assets LLP (The LLP) is a Limited Liability Partnership owned 95% by Harrow and 5% by Concilium Group Ltd. and was set up to enable direct private rental sector (PRS) property investment activities. 53 PRS units on Gayton Road were transferred to the LLP in July 2019 on a 10 year lease for rent to the private market.

The formation of HB Public Law Ltd. was formally approved by Cabinet on 13th November 2014 (began trading in 2015) and is set up as a council owned company which has been granted an Alternative Business Structure (ABS) licence from the Solicitor's Regulatory Authority. This was in order to be able to carry out legal work which the Legal shared service, as a local authority, is prevented from undertaking by professional conduct rules. There was however minimal work going through the ABS in 2019/20, hence there were no board meetings, policies etc. and therefore the decision was taken to wind it up as the volumes of work did not justify the additional costs that running the ABS entailed. It will formally cease to exist in the next few weeks once it has been processed by Companies House.

The Council also runs a shared legal services (HBPL) for which it is the lead authority.

The importance of good governance within these arrangements is recognised and as part of the 2019/20 annual review of governance the governance arrangements for the shared legal service (HBPL), Concilium Business Services and Sancroft Community Care Ltd have been reviewed and updated and assurance obtained that reasonable governance arrangements are in place. Governance arrangements have not been reviewed for Concilium Group Limited as it is merely a holding company and at the time of preparing this draft AGS the review of the governance arrangements for Concilium Assets LLP is outstanding and will be included in the 2nd draft AGS.

On 30th September 2018 Buckinghamshire County Council (BCC) gave one year's notice, in compliance with the Inter Authority Agreements, of its intention to exit both the Human Resources & Development (for which they were the lead authority) and the Legal Services shared service. The reason given by BCC for the notice was to enable them to concentrate on preparation for the upcoming Unitary announcement. Consequently the HR service transferred back in-house from October 2019.

8.3.21 Health & Safety

Following on from the peer review of Health & Safety Management undertaken during 2016/17 a Corporate Health & Safety Strategy was developed for 2017/18 with the stated purpose to implement the findings of the peer review to ensure that the aims, objectives and outcomes are met. The strategy, approved by the GARMS Committee in July 2018, contains an action plan setting out how, when and by whom this will be achieved.

The Corporate Health & Safety Board was re-established in December 2017 chaired by the Corporate Director of Community and comprising of the Director of Finance, Divisional Directors, representatives from UNISON and GMB trades union, and Corporate Human Resources. The Board has met monthly throughout 2019/20.

An annual H&S report was presented to the Corporate Health & Safety Board at the end of May 2019, CSB in June 2019 and to the GARMS Committee meeting in July 2019 at which the Corporate Health & Safety Strategy 2019/2022, including an action plan, and the Corporate Health & Safety Policy 2019/2020 were approved.

Mid-year progress against the H&S Strategy action plan and the H&S risk action plan reported to CSB in October 2019 showed good progress against both had been made in the first half of the year.

8.4 Level of Assurance

Whilst the analysis of assurances from the annual review of governance 2019/20 is incomplete the indications are that a reasonable level of governance is in place across the Council and

that, other than the potential significant gap acknowledged in paragraph 8.6, arrangements continue to be fit for purpose in accordance with the governance framework.

The Head of Internal Audit is unable to provide a definitive overall opinion on the adequacy and effectiveness of the organisation's framework of governance, risk management and control for 2019/20 for this first draft of the AGS. This is because the Internal Audit work for 2019/20 and review of the operation of Council's core financial systems during 2019/20, is currently incomplete due to disruption of the work of Internal Audit and the services being audited caused by the COVID-19 crisis. The outputs and assurances completed thus far however indicate that the Council's framework of governance, risk management and control continues to be generally good with improvement required in a few areas.

8.5 Previous Governance Issues

8.5.1 Health & Safety

A significant governance gap was identified in the 2016/17, 2017/18 and the 2018/19 statement in relation to the Corporate Health & Safety arrangements.

A new policy and three year strategy incorporating a new Corporate H&S Plan for 2019/20 with clear performance measures and a clearer understanding of the tasks to be undertaken and the timescale in which they will be undertaken was submitted and approved by the GARMS Committee in July 2019 along with the annual report for 2018/19.

The good progress reported against both the H&S Strategy action plan and the H&S risk action plan reduced the Corporate Risk of 'Failure to fulfil the Council's Health & Safety duties leading to a harmful event for an individual/individuals for which the Council is responsible leading to litigation' from a red risk in Q1 and Q2 to an amber risk in Q3 and Q4 of 2019/20. As a consequence Health & Safety is no longer considered a significant governance issue.

8.6 Significant Governance Issue 2019/20

8.6.1 Potential Significant Governance issue

A potential significant governance issue is currently being investigated and will be reported on fully in the second draft of the AGS.

8.7 Conclusion

Updates on the implementation of the agreed actions to address the significant governance gap identified in paragraph 8.6 above will be provided to the Governance, Audit, Risk Management and Standards Committee throughout 2020/21 until fully implemented and will be formally reported upon as part of the next annual review of governance.

8.8 Declaration

The Leader and the Chief Executive are signing the Annual Governance Statement on behalf of the authority having gained assurance from the annual review of the authority's governance arrangements supported by evidence provided by management including the Chief Finance Officer and the Monitoring Officer, from the Management Assurance Statements provided by Corporate Directors and independent assurance provided by the Head of Internal Audit, and a number of external assurance bodies as detailed in paragraph 8.3.8.

.....
Graham Henson
Leader

.....
Sean Harriss
Chief Executive

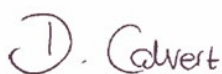
Pension Fund Financial Statements

Pension Fund Certificate

Harrow Council

Pension Fund Accounts 2019-20

I certify that the Financial Statements set out in Section 9 present fairly the financial position of the Pension Fund as at 31st March 2020 and its income and expenditure for the year.

A handwritten signature in purple ink that reads "D. Calvert". The signature is written in a cursive style with a large initial 'D'.

Dawn Calvert CPFA
Director of Finance
14th July 2020

Harrow Pension Fund Account as at 31 March 2020

2018/19		Notes	2019/20
£'000			£'000
	Dealings with members, employers and others directly involved in the fund		
(31,757)	Contributions	7	(34,229)
(3,247)	Transfers in from other pension funds	8	(1,366)
(44)	Other income		(70)
(35,048)			(35,665)
33,527	Benefits	9	35,905
3,097	Payments to and on account of leavers	10	2,470
0	Other Expenditure		0
36,624			38,375
1,576	Net (additions)/withdrawals from dealings with members		2,710
5,731	Management expenses	11	5,405
7,307	Net (additions)/withdrawals including fund management expenses		8,115
	Return on investments		
(8,907)	Investment income	12	(9,059)
(33,601)	(Profit)/losses on disposal of investments and changes in the market value of investments	14A	74,518
(42,508)	Net return on investments		65,459
(35,201)	Net (increase)/decrease in the net assets available for benefits during the year		73,574
(816,131)	Opening net assets of the scheme		(851,332)
(851,332)	Closing net assets of the scheme		(777,758)

Net Assets Statement as at 31 March 2020

31 March 2019		Notes	31 March 2020
£'000			£'000
	Investment assets		
846,294	Investments	14	749,955
3,156	Derivative contracts	14	1,092
45	Cash with investment managers	14	28,153
849,495			779,200
3,068	Cash deposits	14	2,641
852,563			781,841
	Investment liabilities		
(2,400)	Derivative contracts	14	(5,852)
850,163			775,989
1,579	Current assets	21	2,005
(410)	Current liabilities	22	(236)
	Net assets of fund available to fund benefits at the period end		777,758

The accounts summarise the transactions of the Fund and deal with the net assets. The Fund's financial statements do not take account of liabilities to pay pensions and other benefits which fall due after the end of the Fund year. The actuarial present value of promised retirement benefits is disclosed at note 20.



Dawn Calvert – CPFA
Director of Finance
14th July 2020

Notes to the Harrow Pension Fund

Accounts for the year ended

31 March 2020

NOTE 1: DESCRIPTION OF FUND

The Harrow Pension Fund ('the Fund') is part of the Local Government Pension Scheme ("LGPS") and is administered by the London Borough of Harrow. The Council is the reporting entity for the Fund.

a) General

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

- The Local Government Pension Scheme Regulations 2013 (as amended)
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended)
- The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016.

It is a contributory defined benefit pension scheme designed to provide pensions and other benefits for pensionable employees of the Council and a range of other scheduled and admitted bodies. Teachers, police officers and firefighters are not included as they come within other national pension schemes.

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

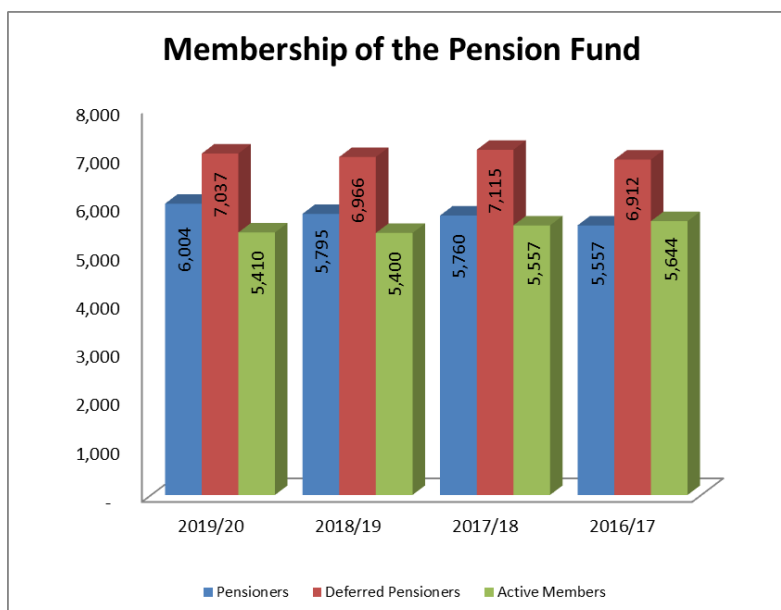
b) Membership

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

Organisations participating in the Fund include the following:

- **Scheduled bodies:** These are the local authority and similar bodies whose staff, are automatically entitled to be members of the Fund.
- **Admitted bodies:** These are other organisations that participate in the Fund under an admission agreement. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing.

There are 39 employer organisations within the Harrow Pension Fund including the Council itself, as detailed below.



Employer	Status	Pensioners	Deferred	Actives	Total	%
Harrow Council	Scheduled Body	5675	5880	3655	15,210	82.43
Stanmore College	Scheduled Body	86	154	79	319	1.73
Nower Hill High School	Scheduled Body	22	145	143	310	1.68
Heathland and Whitefriars	Scheduled Body	7	74	172	253	1.37
Hatch End High School	Scheduled Body	28	133	71	232	1.26
Rooks Heath College	Scheduled Body	19	90	109	218	1.18
Park High School	Scheduled Body	12	77	109	198	1.07
Canons High School	Scheduled Body	15	73	105	193	1.05
Bentley Wood School	Scheduled Body	8	89	55	152	0.82
NLCS	Community Admission Body	35	48	54	137	0.74
Harrow High School	Scheduled Body	11	57	63	131	0.71
St Dominics College	Scheduled Body	40	37	53	130	0.70
Aylward Primary School	Scheduled Body	7	25	65	97	0.53
Salvatorian Academy	Scheduled Body	20	54	15	89	0.48
Priestmead School	Scheduled Body	1	0	80	81	0.44
St Georges Primary	Scheduled Body	2	1	62	65	0.35
Pinner High Academy	Scheduled Body	0	4	57	61	0.33
St John Fisher	Scheduled Body	0	3	56	59	0.32
St Josephs Primary	Scheduled Body	0	3	53	56	0.30
Earlsmead Academy	Scheduled Body	1	9	43	53	0.29
Welldon Park School	Scheduled Body	0	2	42	44	0.24
Alexandra School	Scheduled Body	2	16	22	40	0.22
St Bernadettes	Scheduled Body	3	3	34	40	0.22
Sacred Heart High School	Scheduled Body	2	3	30	35	0.19
Krishna Avanti Primary	Scheduled Body	0	14	20	34	0.18
Avanti House Primary School	Scheduled Body	1	12	20	33	0.18
Jubilee Academy	Scheduled Body	0	15	18	33	0.18
Avanti House Secondary Sch	Scheduled Body	0	3	30	33	0.18
St Jerome	Scheduled Body	1	1	27	29	0.16
Moriah Jewish School	Scheduled Body	1	0	20	21	0.11
Chartwells	Admitted Body	1	4	12	17	0.09
Sopria Steria	Admitted Body	3	4	5	12	0.07
Avanti School Trust	Scheduled Body	0	0	10	10	0.05
Wates (Linbrook)	Admitted Body	1	0	4	5	0.03
Govindas	Admitted Body	0	3	2	5	0.03
Evergreen Harrow High	Admitted Body	0	0	5	5	0.03
ISS Catering	Admitted Body	0	1	3	4	0.02
Evergreen Aylward	Admitted Body	0	0	4	4	0.02
Evergreen LBH	Admitted Body	0	0	3	3	0.02
Total		6,004	7,037	5,410	18,451	100

c) Funding

Full-time, part-time and casual employees, where there is a mutuality of obligation and who have a contract of more than three months, are brought into the Fund automatically but have the right to “opt out” if they so wish. Casual employees with no mutuality of obligation are not eligible for membership.

Employee contribution rates are set by regulations and are dependent upon each member’s full time equivalent salary. Employee contributions attract tax relief at the time they are deducted from pay.

Employers participating in the Fund pay different rates of contributions depending on their history, their staff profile and any deficit recovery period agreed with the Fund. Employer contribution rates are reviewed as part of the triennial actuarial valuation. The last valuation took place as at 31 March 2019 and showed that the Fund was 94% funded. The deficit is to be recovered by additional employer contributions over the course of 20 years.

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with the LGPS Regulations 2013 and range from 5.5% to 12.5% of pensionable pay. Employee contributions are matched by employers’ contributions which are set based on triennial actuarial funding valuations. Currently almost all, employer contribution rates fall within the range 18.0% to 26.5% of pensionable pay with the largest employers paying between 19.3% and 19.9%.

d) Benefits

Prior to 1 April 2014, pension benefits under the LGPS were based on final pensionable pay and length of pensionable service, summarised below.

	Service pre 1 April 2008	Service post 31 March 2008
Pension	Each year worked is worth $1/80 \times$ final pensionable salary	Each year worked is worth $1/60 \times$ final pensionable salary
Lump Sum	Automatic lump sum of $3 \times$ salary. In addition, part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up

From 1 April 2014, the Scheme became a career average (CARE) scheme, whereby members accrue benefits based on their pensionable pay in each year at an accrual rate of $1/49$ th. Accrued pension is uprated annually in line with the Consumer Price Index.

There are a range of other benefits provided under the Scheme including early retirement, disability pensions and death benefits.

NOTE 2: BASIS OF PREPARATION

The Statement of Accounts summarises the Fund's transactions for the 2019/20 financial year and its position as at 31 March 2020. The Accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting in the United Kingdom 2019/20' issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) which is based on International Financial Reporting Standards as amended for the UK public sector.

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

NOTE 3: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Fund account – Revenue Recognition

a) Contributions income

Normal contributions, both from the members and from employers, are accounted for on an accruals basis at the percentage rate recommended by the Fund actuary in the financial year to which they relate.

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

Employers' augmentation contributions and pensions strain contributions are accounted for in the period in which the liability arises. Any amount due in year but unpaid will be classed as a current financial asset. Amounts not due until future years, if significant, are classed as long term financial assets.

b) Transfers to and from other schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the Fund during the financial year and are calculated in accordance with The Local Government Pension Scheme Regulations 2013 (see notes 8 and 10).

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

Transfers in from members wishing to use the proceeds of their additional voluntary contributions to purchase Scheme benefits are accounted for on a receipts basis and are included in transfers in (see note 8).

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

c) Investment income

- i) Interest income is recognised in the Fund account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination. Income includes the amortisation of any discount or premium, transaction costs (where material) or other differences between the initial carrying amount of the instrument and its amount at maturity calculated on an effective interest rate basis.
- ii) Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the net asset statement as a current financial asset.
- iii) Changes in the net market value of investments are recognised as income and comprise all realised and unrealised gains/losses during the year.

London Borough of Harrow Statement of Accounts 2019-20

Fund account – Expense items

a) Benefits payable

Pensions and lump-sum benefits payable include all amounts known to be due as at the end of the financial year. Any amounts due but unpaid are disclosed in the net assets statement as current liabilities.

b) Taxation

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

c) Management expenses

The Code does not require any breakdown of pension fund administrative expenses. However in the interest of greater transparency, the Fund discloses its Pension Fund management expenses in accordance with CIPFA's *Accounting for Local Government Pension Scheme Management Expenses (2016)*.

Administrative expenses

All administrative expenses are accounted for on an accruals basis. All staff costs of the Pension's Administration Team are recharged to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and recharged as expenses to the Fund.

Oversight and governance costs

All oversight and governance expenses are accounted for on an accruals basis. All staff costs relating to the oversight and governance of the Fund's investments are recharged to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and recharged as expenses to the Fund.

Investment management expenses

All investment management expenses are accounted for on an accruals basis.

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

Where an investment manager's fee invoice or fee information has not been received by the balance sheet date an estimate based on the market value of their mandate as at the end of the year is used for inclusion in the Fund account in 2019/20.

Net Assets Statement

a) Financial assets

Financial assets are included in the Net Assets Statement on a fair value basis as at the reporting date. A financial asset is recognised in the Net Assets Statement on the date the Fund becomes party to the contractual acquisition of the asset. From this date any gains or losses arising from changes in the fair value of an asset are recognised in the Fund account.

The values of investments as shown in the Net Assets Statement have been determined at fair value in accordance with the requirements of the Code and IFRS 13 (See note 16). For the purposes of disclosing levels of fair value hierarchy, the fund had adopted the classification guidelines recommended in '*Practical Guidance on Investment Disclosures (PRAG/Investment association, 2016)*'

The Fund became a shareholder in the London LGPS CIV Ltd (the organisation set up to run pooled LGPS investments in London) in 2015 and holds £150,000 of regulatory capital in the form of unlisted UK equity shares.

b) Derivatives

The Fund uses derivative financial instruments to manage its exposure to specific risks arising from its investment activities. The Fund does not hold derivatives for speculative purposes. (See note 15)

c) Cash and cash equivalents

Cash comprises cash in hand and demand deposits and includes amounts held by the Fund's external managers and custodians.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

d) Financial liabilities

The Fund recognises financial liabilities at fair value as at the reporting date. A financial liability is recognised in the Net Assets Statement on the date the Fund becomes party to the liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised by the Fund.

e) Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on an annual basis by the Fund actuary in accordance with the requirements of IAS 19 and relevant actuarial standards.

As permitted under the Code, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the Net Assets Statement (Note 20).

f) Additional Voluntary Contributions

The Fund provides an additional voluntary contribution (AVC) scheme for its members, the assets of which are invested separately from those of the Fund. The Fund has appointed Prudential Assurance, Clerical Medical and Equitable Life Assurance Society as its AVC providers. AVCs are paid to the AVC provider by employers and are specifically intended for providing additional benefits for individual contributors. Each AVC contributor receives an annual statement showing the amount held in their account and the movements in the year.

AVCs are not included in the accounts in accordance with section 4 (1)(b) of the Local Government Pension Scheme (Management and Investments of Funds) Regulations 2016 but are disclosed as a note only (Note 23)

Accounting Standards Issued but not yet fully adopted

The following accounting policy changes are not yet reflected in the 2019-20 Code of Practice. They are not therefore reflected in the Pension Fund Statement of Accounts:

- IFRS 16 Leases (replaces IAS 17);
- Amendments to IAS 28 Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures;
- Annual Improvements to IFRS Standards 2015–2017 Cycle;
- Amendments to IAS 19 Employee Benefits: Plan Amendment, Curtailment or Settlement

None of these changes are expected to have a material impact on the accounts

NOTE 4: CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

Pension Fund liability

The net Pension Fund liability is calculated every three years by the appointed actuary with annual updates in the intervening years. The methodology used is in line with accepted guidelines.

This estimate is subject to significant variances based on changes to the underlying assumptions which are agreed with the actuary and have been summarised in notes 19 and 20.

These actuarial revaluations are used to set the future contributions rates and underpin the Fund's most significant management policies.

Unquoted private equity investments

It is important to recognise the subjective nature of determining the fair value of private equity investments. They are inherently based on forward-looking estimates and judgements involving many factors.

NOTE 5: ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for the revenues and expenses during the year. Estimates and assumptions are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that the actual outcomes could differ from the assumptions and estimates.

The items in the net assets statement at 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if actual results differ from assumptions
Actuarial present value of promised retirement benefits (Note 20)	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the fund with expert advice about the assumptions to be applied.	<p>The effects on the net pension liability of changes in individual assumptions can be measured. For instance:</p> <ul style="list-style-type: none"> • a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £93m • a 0.5% increase in assumed earnings inflation would increase the value of liabilities by approximately £7m • a 0.5% increase in Pension benefits would increase the liability by approximately £86m
Private equity (Note 16C)	Private equity investments are valued at fair value in accordance with <i>International Private Equity and Venture Capital Valuation Guidelines (2012)</i> . These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.	Private equity investments are valued at £8.0m in the financial statements. There is a risk that this investment may be under or overstated in the accounts.

NOTE 6: EVENTS AFTER THE REPORTING DATE

These are events that occur between the end of the reporting period and the date when the financial statements are authorised for issue that provide new information about conditions that did not exist as of the balance sheet date. There were no material events after the reporting date for 2019-20.

NOTE 7: CONTRIBUTIONS RECEIVABLE**By category**

2018/19		2019/20
£'000		£'000
(6,875)	Employees' contributions	(7,162)
	Employers' contributions:	
(17,551)	Normal contributions	(18,643)
(7,085)	Deficit recovery contributions	(8,211)
(246)	Pension strain contributions	(213)
(24,882)	Total employers' contributions	(27,067)
(31,757)	Total contributions receivable	(34,229)

By type of employer

2018/19		2019/20
£'000		£'000
(25,346)	Administering Authority	(26,159)
(5,403)	Scheduled bodies	(7,131)
(784)	Community admission body	(777)
(224)	Transferee admission bodies	(162)
(31,757)		(34,229)

NOTE 8: TRANSFERS IN FROM OTHER PENSION FUNDS

2018/19		2019/20
£'000		£'000
(3,247)	Individual transfers	(1,366)
(3,247)		(1,366)

NOTE 9: BENEFITS PAYABLE**By category**

2018/19		2019/20
£'000		£'000
28,765	Pensions	29,973
4,343	Commutation and lump sum retirement benefits	4,999
419	Lump sum death benefits	933
33,527		35,905

By type of employer

2018/19		2019/20
£'000		£'000
32,012	Administering Authority	33,753
1,236	Scheduled bodies	1,906
190	Community admission body	202
89	Transferee admission bodies	44
33,527		35,905

NOTE 10: PAYMENTS TO AND ON ACCOUNT OF LEAVERS

2018/19		2019/20
£'000		£'000
95	Refunds to members leaving service	125
3,002	Individual transfers	2,345
3,097		2,470

NOTE 11: MANAGEMENT EXPENSES

2018/19		2019/20
£'000		£'000
656	Administrative costs	721
4,509	Investment management expenses	4,050
566	Oversight and governance costs	634
5,731		5,405

NOTE 11A: INVESTMENT MANAGEMENT EXPENSES

2018/19		2019/20
£'000		£'000
3,478	Management fees	3,457
90	Custody fees	134
941	Transaction costs	459
4,509		4,050

NOTE 12: INVESTMENT INCOME

2018/19		2019/20
£'000		£'000
(4,156)	Private equity investments	(3,882)
(1,845)	Pooled property investments	(2,026)
(2,906)	Pooled investments - units trusts and other managed funds	(3,151)
(8,907)		(9,059)

NOTE 13: EXTERNAL AUDIT COSTS

2018/19	2019/20
£'000	£'000
(16) Payable in respect of external audit	(16)
(16)	(16)

NOTE 14: INVESTMENTS

Market value		Market value
31 March 2019		31 March 2020
£'000		£'000
Investment assets		
467,263	Pooled equities investments	394,247
108,159	Pooled bonds investments	111,463
191,029	Pooled alternative investments	171,230
0	Pooled infrastructure	700
68,171	Pooled property investments	64,140
150	Equity in London CIV	150
11,522	Private equity	8,025
3,156	Derivative contracts: forward currency	1,092
45	Cash with investment managers	28,153
849,495		779,200
3,068	Cash deposits	2,641
852,563	Total investment assets	781,841
Investment liabilities		
(2,400)	Derivative contracts: forward currency	(5,852)
(2,400)	Total investment liabilities	(5,852)
850,163	Net investment assets	775,989

NOTE 14A: RECONCILIATION OF MOVEMENTS IN INVESTMENTS AND DERIVATIVES

	Market value 31 March 2019	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Net change in market value during the year	Market value 31 March 2020
	£'000	£'000	£'000	£'000	£'000
Investment assets					
Pooled equities investments	467,263	0	(33,102)	(39,914)	394,247
Pooled bonds investments	108,159	3,062	(39)	281	111,463
Pooled alternative investments	191,029	95,000	(96,850)	(17,949)	171,230
Pooled property investments	68,171		(426)	(3,605)	64,140
Pooled infrastructure	0	700			700
Equity in London CIV	150				150
Private equity	11,522		(249)	(3,248)	8,025
Derivative contracts: forward currency	756	7,932	(3,365)	(10,083)	(4,760)
	847,050	106,694	(134,031)	(74,518)	745,195
Cash with investment managers	45				28,153
Cash deposits	3,068				2,641
	3,113				30,794
Net investment assets	850,163				775,989

	Market value 31 March 2018	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Net change in market value during the year	Market value 31 March 2019
	£'000	£'000	£'000	£'000	£'000
Investment assets					
Pooled equities investments	430,168	218,594	(220,722)	39,223	467,263
Pooled bonds investments	102,445	2,916	(41)	2,839	108,159
Pooled alternative investments	189,579		(1,263)	2,714	191,029
Pooled property investments	67,656		(303)	818	68,171
Equity in London CIV	150				150
Private equity	13,844		(598)	(1,724)	11,522
Derivative contracts: forward currency	5,865	8,880	(3,720)	(10,269)	756
	809,707	230,390	(226,647)	33,601	847,050
Cash with investment managers	53				45
Cash deposits	4,643				3,068
	4,696				3,113
Net investment assets	814,403				850,163

NOTE 14B: ANALYSIS OF INVESTMENTS

31 March 2019		31 March 2020	
£'000		£'000	
	Pooled Funds		
	UK		
86,080	Fixed Interest Securities	Corporate	87,635
22,079	Index Linked Securities	Public Sector	23,828
108,159			111,463
68,171	Managed Funds - Property	Unit Trusts	64,140
68,171			64,140
	Global		
217,821	Managed Funds - Equities	Unitised Insurance Policy	177,589
249,442	Managed Funds - Equities	Other	216,658
467,263			394,247
95,229	Managed Funds - Alternatives	Unit Trusts	0
95,800	Managed Funds - Alternatives	Other	171,230
0	Managed Funds - Infrastructure	Other	700
191,029			171,930
11,522	Managed Funds - Private Equity	Other	8,025
	Other Funds		
3,156	Derivatives		1,092
150	Equity in London CIV		150
45	Cash with investment managers		28,153
3,068	Cash Deposits		2,641
852,563	Total Investment Assets		781,841
	Investment Liabilities		
(2,400)	Derivatives		(5,852)
(2,400)	Total Investment Liabilities		(5,852)
850,163	Net Investment Assets		775,989

NOTE 14C: INVESTMENTS ANALYSED BY FUND MANAGER

Market value 31 March 2019	Percentage of Fund	Manager	Investment assets	Market value 31 March 2020	Percentage of Fund
£'000	%			£'000	%
Investments managed by London CIV					
105,031	12	LCIV - Longview	Developed world equities-active	91,705	12
0	0	LCIV - CQS	Multi Asset Credit	80,816	10
0	0	LCIV	Infrastructure	700	0
217,821	26	BlackRock	Global equities-passive	177,589	23
322,852	38		Total LCIV	350,810	45
Investments managed outside of the London CIV					
68,171	8	LaSalle	Pooled property	64,140	8
44	0	BlackRock	Cash with investment managers	25,128	3
86,080	10	BlackRock	Fixed interest securities	87,635	11
22,079	3	BlackRock	Index-linked securities	23,828	4
3,068	0	Cash Deposits		2,641	0
73,784	9	GMO	Emerging markets equities-active	67,577	9
95,800	11	Insight	Diversified growth fund	90,414	12
1	0	JP Morgan	Cash with investment managers	3,025	0
150	0	LCIV	UK equities-passive	150	0
70,627	8	Oldfields	Developed world equities-active	57,376	7
11,522	2	Pantheon	Private equity	8,025	2
756	0	Record	Forward currency contracts	(4,760)	(1)
95,229	11	Aberdeen Std	Diversified growth fund	0	0
527,311	62		Total - Managers	425,179	55
850,163	100		Total Investments	775,989	100

The following investments represent more than 5% of the net assets of the Fund:

Market value 31 March 2019	% of total fund	Investment assets	Market value 31 March 2020	% of total fund
£'000			£'000	
95,229	11	SLI Global Absolute Return Strategies Fund	0	0
95,800	11	Insight Broad Opportunities Fund	90,414	12
105,031	12	LCIV LV Global Equity Fund (Longview)	91,705	12
0	0	LCIV Multi Asset Credit (CQS)	80,816	10
86,080	10	BlackRock Institutional Bond Fund - Corp Bond 10 yrs	87,635	11
73,784	9	GMO Emerging Domestic Opportunities Equity Fund	67,577	9
68,171	8	LaSalle Investors UK Real Estate Fund of Funds	64,140	8
70,627	8	Overstone Global Equity CCF (USD Class A1 Units)	57,376	7
217,821	26	Blackrock Equity Beta Portfolio	177,589	23
812,543	95	Total over 5% holdings	717,252	92

NOTE 14D: STOCK LENDING

Within the Investment Strategy Statement stock lending is permitted within pooled funds. At present, use of this facility is restricted to the Blackrock Portfolio.

The Blackrock lending programme covers equity and fixed income assets around the world and is designed to generate incremental returns for investors with appropriate risk controls.

The programme benefits from a counterparty default indemnity from Blackrock pursuant to its Securities Lending Authorisation Agreement

Value of Stock on Loan as at 31 March 2020 £23.8m (8.24%) compared to £40.3m (13.3%) as at 31 March 2019.

NOTE 15: ANALYSIS OF DERIVATIVES

Objectives and policies for holding derivatives

Most of the holding in derivatives is to hedge liabilities or hedge exposures to reduce risk in the Fund. Derivatives may be used to gain exposure to an asset more efficiently than holding the underlying asset. The use of derivatives is managed in line with the investment management agreement agreed between the Fund and the various investment managers.

In order to maintain appropriate diversification and to take advantage of overseas investment returns, a significant proportion of the Fund's equity portfolio is in overseas stock markets. To reduce the volatility associated with fluctuating currency rates, the Fund has a passive currency programme in place managed by Record Currency Management Limited. The Fund hedges 50% of the exposure in various developed world currencies within the equities portfolio.

Analysis of Open forward currency contracts:-

Settlement	Currency bought	Local value	Currency sold	Local value	Asset value	Liability value
		000		000	£'000	£'000
Up to one month	NOK	2,337	GBP	(178)	2	
Up to one month	SEK	10,339	GBP	(838)	4	
Up to one month	SGD	708	GBP	(401)	0	
Up to one month	USD	78,064	GBP	(62,904)	61	
One to six months	CHF	1,098	GBP	(865)	51	
One to six months	EUR	427	GBP	(364)	14	
One to six months	GBP	4,122	AUD	(8,006)	171	
One to six months	GBP	8,563	CAD	(14,854)	146	
One to six months	GBP	3,744	CHF	(4,426)	39	
One to six months	GBP	4,741	HKD	(45,608)	2	
One to six months	GBP	203	NOK	(2,356)	22	
One to six months	GBP	159	NZD	(320)	6	
One to six months	GBP	768	SEK	(9,386)	3	
Over six months	EUR	427	GBP	(365)	13	
Over six months	GBP	27,940	EUR	(31,192)	266	
Over six months	GBP	15,657	JPY	(2,071,200)	136	
Over six months	GBP	60,496	USD	(74,810)	155	
Up to one month	AUD	4,003	GBP	(1,992)		(15)
Up to one month	CAD	7,427	GBP	(4,239)		(30)
Up to one month	CHF	4,426	GBP	(3,733)		(41)
Up to one month	EUR	15,134	GBP	(13,513)		(115)
Up to one month	HKD	45,608	GBP	(4,751)		(5)
Up to one month	JPY	1,080,000	GBP	(8,090)		(18)
Up to one month	NZD	160	GBP	(78)		(1)
One to six months	GBP	4,349	CHF	(5,524)		(259)
One to six months	GBP	4,450	HKD	(45,608)		(297)
One to six months	GBP	674	JPY	(95,700)		(41)
One to six months	GBP	178	NOK	(2,337)		(2)
One to six months	GBP	916	SEK	(11,292)		(5)
One to six months	GBP	801	SGD	(1,416)		(2)
One to six months	GBP	5,535	USD	(7,297)		(351)
One to six months	NOK	19	GBP	(2)		(0)
Over six months	EUR	497	GBP	(446)		(6)
Over six months	GBP	13,372	EUR	(15,561)		(434)
Over six months	GBP	7,590	JPY	(1,080,000)		(501)
Over six months	GBP	122,013	USD	(156,128)		(3,720)
Over six months	JPY	6,900	GBP	(53)		(1)
Over six months	USD	4,043	GBP	(3,271)		(10)
Open forward currency contracts at 31 March 2020					1,091	(5,854)
Net forward currency contracts at 31 March 2020						(4,763)
<u>Prior year comparative</u>						
Open forward currency contracts at 31 March 2019					3,156	(2,400)
Net forward currency contracts at 31 March 2019						756

NOTE 16: FAIR VALUE – BASIS OF VALUATION

The basis of the valuation of each class of investment asset is set out below. There has been no change in the valuation techniques used during the year. All assets have been valued using fair value techniques which represent the most appropriate price available at the reporting date

Description of Asset	Valuation Hierarchy	Basis of Valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
Market quoted investments including pooled funds for global equities, corporate and UK index linked bonds and diversified growth funds	Level 1	Published bid market price ruling on the final day of the accounting period	Not required	Not required
Market quoted investments including pooled funds for global equities and diversified growth funds	Level 1	Published market price or other value ruling on the final day of the accounting period	Not required	Not required
Forward foreign exchange derivatives	Level 2	Market forward exchange rates at the year end.	Exchange rate risk	Not required
Pooled Investment - Multi asset credit	Level 2	Fixed income securities are priced based on evaluated prices provided by Independent pricing services	Not required	Not required
Pooled investments - property funds	Level 3	Closing bid price where bid and offer prices are published	Net Asset Value-based pricing set on a forward pricing basis	Not required
Pooled investments - Infrastructure	Level 3	Valued by Fund Managers	Manager valuation statements are prepared in accordance with ECVA guidelines	Not required
Unquoted equity	Level 3	Comparable valuation of similar companies in accordance with <i>International Private Equity and Venture Capital Valuation (2012)</i>	EBITDA multiple, Revenue multiple, Discount for lack of marketability, Control premium	Valuations could be affected by material events occurring between the date of the financial statements provided and the Pension Fund's own reporting date, by changes to expected cashflows, and by any differences between audited and unaudited accounts

Sensitivity of assets valued at Level 3

The Fund has determined that the sensitivity of the level 3 investments should be at the level determined by independent advisers for equity investments generally. Set out below is the consequent potential impact on the closing value of investments held at 31 March 2020 using data provided by PIRC.

	Assessed valuation range (+/-)	Valuation at 31 March 2020	Value on increase	Value on decrease
		£000	£000	£000
Private Equity	9.10%	8,025	8,755	7,295
Pooled investments - property funds	1.90%	64,140	65,359	62,921
		72,165	74,114	70,216

NOTE 16A: FAIR VALUE HIERARCHY

Asset and liability valuations have been classified into three levels, according to the quality and reliability of information used to determine fair values. Transfers between levels are recognised in the year in which they occur.

Level 1

Assets and liabilities at level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.

Level 2

Assets and liabilities at level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value.

Level 3

Assets and liabilities at level 3 are those where at least one input that could have significant effect on the instrument's valuation is not based on observable market data.

The following table provides an analysis of the financial assets and liabilities of the Fund grouped into levels 1 to 3, based on the level at which the fair value is observable.

Pension Fund Financial Statement

	Quoted market price	Using observable inputs	With significant unobservable inputs	
Values at 31 March 2020	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial assets at fair value through profit and loss	596,124	81,908	72,165	750,197
Financial liabilities at fair value through profit and loss	0	(5,852)	0	(5,852)
Net Investment asset	596,124	76,056	72,165	744,345

	Quoted market price	Using observable inputs	With significant unobservable inputs	
Values at 31 March 2019	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial assets at fair value through profit and loss	766,451	3,156	79,693	849,300
Financial liabilities at fair value through profit and loss	0	(2,400)	0	(2,400)
Net Investment asset	766,451	756	79,693	846,900

The following assets have been carried at cost.

	Quoted market price	Using observable inputs	With significant unobservable inputs	
Values at 31 March 2020	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Investment in London CIV			150	150
LCIV Infrastructure			700	700

NOTE 16B: TRANSFERS BETWEEN LEVELS 1 AND 2

There were no transfers between levels 1 and 2 during the financial year.

NOTE 16C: RECONCILIATION OF FAIR VALUE MEASUREMENTS WITHIN LEVEL 3

Period 2019/20	Market Value 31 March 2019	Transfers into level 3	Transfers out of level 3	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Unrealised gains/(losses)	Realised gains/(losses)	Market Value 31 March 2020
	£000	£000	£000	£000	£000	£000	£000	£000
Private Equity	11,522	0	0	0	(249)	0	(3,248)	8,025
Pooled - property	68,171	0	0	0	(426)	(3,605)	0	64,140
	79,693	0	0	0	(675)	(3,605)	(3,248)	72,165

NOTE 17: FINANCIAL INSTRUMENTS**NOTE 17A: CLASSIFICATION OF FINANCIAL INSTRUMENTS**

The following table analyses the carrying amounts of financial instruments by category and net assets statement heading. No financial instruments were reclassified during the accounting period.

31 March 2019			31 March 2020		
Fair value through profit and loss £'000	Assets at amortised cost £'000	Liabilities at amortised cost £'000	Fair value through profit and loss £'000	Assets at amortised cost £'000	Liabilities at amortised cost £'000
Financial assets					
467,263	0	0			
108,159	0	0	394,247	0	0
			111,463	0	0
191,029	0	0			
0	0	0	171,230	0	0
			700	0	0
68,171	0	0	64,140	0	0
150	0	0	150	0	0
11,522	0	0	8,025	0	0
3,156	0	0	1,092	0	0
0	4,103	0	0	32,083	0
0	589	0	0	716	0
849,450	4,692	0	751,047	32,799	0
Financial liabilities					
(2,400)	0	0	(5,852)	0	0
0	0	(410)	0	0	(236)
(2,400)	0	(410)	(5,852)	0	(236)
847,050	4,692	(410)	745,195	32,799	(236)
851,332			777,758		
Grand Total					

NOTE 17B: NET GAINS AND LOSSES ON FINANCIAL INSTRUMENTS

31 March 2019 £'000	31 March 2020 £'000
Financial assets	
43,870	(64,435)
Financial liabilities	
(10,269)	(10,083)
33,601	(74,518)
Total	

The authority has not entered into any financial guarantees that are required to be accounted for as financial instruments.

NOTE 18: NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

Risk and risk management

The Fund's primary long-term risk is that its assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity for gains across the whole Fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure there is sufficient liquidity to meet its forecast cash flows. The Council manages these investment risks as part of its overall Pension Fund risk management programme.

Responsibility for the Fund's risk management strategy rests with the Pension Fund Committee. The Committee reviews the Fund's risk register on an annual basis.

Market risk

Market risk is the risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The Fund is exposed to market risk from its investment activities, particularly through its equities holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

The objective of the Fund's risk management strategy is to identify, manage and control market risk exposure within acceptable parameters.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the Council and its investment advisers undertake appropriate monitoring of market conditions and benchmark analysis.

Price risk

Price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund's investment managers mitigate this price risk through diversification.

Following analysis of historical data and expected investment return movement during the financial year, in consultation with the Fund's advisers, the Council has determined that the following movements in price risk are reasonably possible.

Assets type	Potential market movements (+/-) %
Total equities	12.00
Fixed interest & index linked securities	6.90
Alternative investments	6.30
Pooled property investments	1.90
Private Equity	9.10

Had the market price of the Fund investments increased/decreased in line with the above the change in the net assets available to pay benefits would have been as follows:

Asset type	Value as at 31 March 2020	Percentage change	Value on increase	Value on decrease
	£'000	%	£'000	£'000
Investment portfolio assets:				
Total equities (inc Hedging)	389,487	12.00	436,225	342,749
Fixed interest & index linked securities	111,463	6.90	119,154	103,772
Alternative investments	171,230	6.30	182,017	160,443
Pooled property investments	64,140	1.90	65,359	62,921
Private Equity	8,025	9.10	8,755	7,295
Infrastructure	700	0.00	700	700
Equity - London CIV	150	0.00	150	150
Total	745,195		812,360	678,030

Asset type	Value as at 31 March 2019	Percentage change	Value on increase	Value on decrease
	£'000	%	£'000	£'000
Investment portfolio assets:				
Total equities (inc Hedging)	468,019	9.20	511,077	424,961
Fixed interest & index linked securities	108,159	7.30	116,055	100,263
Alternative investments	191,029	3.30	197,333	184,725
Pooled property investments	68,171	1.90	69,466	66,876
Private Equity	11,522	10.00	12,674	10,370
Equity - London CIV	150	0.00	150	150
Total	847,050		906,755	787,345

Interest rate risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Council recognises that interest rates can vary and can affect both income to the Fund and the carrying value of Fund assets, both of which affect the value of the net assets available to pay benefits

The Fund's direct exposure to interest rate movements as at 31 March 2020 and 31 March 2019 and the impact of a 1% movement in interest rates are as follows:

Assets exposed to interest rate risk	Carrying amount as at 31 March 2020	Potential movement on 1% change in interest rates	Value on increase	Value on decrease
	£'000		£'000	£'000
Cash and cash equivalents	30,794	0	30,794	30,794
Fixed interest securities	87,635	876	88,511	86,759
Total change in assets available	118,429	876	119,305	117,553

Assets exposed to interest rate risk	Carrying amount as at 31 March 2019	Potential movement on 1% change in interest rates	Value on increase	Value on decrease
	£'000		£'000	£'000
Cash and cash equivalents	3,113	0	3,113	3,113
Fixed interest securities	86,080	861	86,941	85,219
Total change in assets available	89,193	861	90,054	88,332

This analysis demonstrates that changes in interest rates do not impact on the value of cash and cash equivalents balances but do affect the fair value on fixed interest securities.

Changes in interest rates affect interest income received on cash balances but have no effect on income from fixed income securities.

Currency risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on its global equities pooled fund investments, some of which are denominated in currencies other than Sterling. To mitigate this risk, the Fund uses derivatives and hedges 50% of the overseas equity portfolio arising from the developed market currencies.

Following analysis of historical data in consultation with the Fund's advisers the Council considers the likely volatility associated with foreign exchange rate movements to be 7.4%

A 7.4% strengthening/weakening of the pound against the various currencies in which the fund holds investments would increase/decrease the net assets available as follows.

Currency Exposure - asset type	Asset Value as at 31 March 2020	Change to net assets	
	£'000	+7.4% £'000	-7.4% £'000
Overseas Pooled Equities	367,462	394,654	340,270

Currency Exposure - asset type	Asset Value as at 31 March 2019	Change to net assets	
	£'000	+8.8% £'000	-8.8% £'000
Overseas Pooled Equities	426,328	463,845	388,811

Credit risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund's assets and liabilities.

In essence the Fund's entire investment portfolio is exposed to some form of credit risk, with the exception of the derivatives positions. However the selection of high quality counterparties, brokers and financial institutions by Fund managers should minimise the credit risk that may occur.

Cash deposits are not made with banks and financial institutions unless they are rated independently and meet the Council's Treasury Management investment criteria.

The Council believes it has managed its exposure to credit risk, and has had no experience of default or uncollectable deposits over the past five years.

The Fund's cash holding at 31 March 2020 was £30.8m (31 March 2019: £3.1m). This was held with the following institutions.

Summary	Balances at 31 March 2019	Balances at 31 March 2020
	£'000	£'000
Bank accounts		
Royal Bank of Scotland	3,068	2,641
JP Morgan	1	3,025
BlackRock	44	25,128
	3,113	30,794

Liquidity risk

Liquidity risk represents the risk that the Fund will not be able to meet its financial obligations as they fall due. The Council therefore takes steps to ensure that the Pension Fund has adequate cash resources to meet its commitments.

The Council has immediate access to its Pension Fund cash holdings.

The Fund considers liquid assets to be those that can be converted to cash within three months. Illiquid assets are those assets which will take longer than three months to convert in to cash. As at 31 March 2020 the value of illiquid assets was £72.9m. This represented 9% of the total Fund assets (31 March 2019: £79.7m).

All financial liabilities at 31 March 2020 are due within one year.

Refinancing risk

The Pension Fund does not have any financial instruments that have a refinancing risk.

NOTE 19: FUNDING ARRANGEMENTS

In line with The Local Government Pension Scheme Regulations 2013, the Fund's Actuary undertakes a funding valuation every three years for the purpose of setting employer contribution rates for the forthcoming triennial period. The last such valuation took place as at 31 March 2019. The next valuation takes place as at 31 March 2022.

The key elements of the funding policy are:

- to ensure the long-term solvency of the Fund, using a prudent long term view. This will ensure that sufficient funds are available to meet all members'/dependants' benefits as they fall due for payment;
- to ensure that employer contribution rates are reasonably stable where appropriate;
- to minimise the long-term cash contributions which employers need to pay to the Fund, by recognising the link between assets and liabilities and adopting an investment strategy which balances risk and return
- to reflect the different characteristics of different employers in determining contribution rates. This involves the Fund having a clear and transparent funding strategy to demonstrate how each employer can best meet its own liabilities over future years; and
- to use reasonable measures to reduce the risk to other employers and ultimately to the Council Tax payer from an employer defaulting on its pension obligations.

The aim is to achieve 100% solvency over a period of 20 years and to provide stability in employer contribution rates by spreading any increases in rates over a period of time. Solvency is achieved when the funds held, plus future expected investment returns and future contributions, are sufficient to meet expected future pension benefits payable.

At the 2019 actuarial valuation, the Fund was assessed as 94% funded (74% at the March 2016 valuation). This corresponded to a deficit of £52m (2016 valuation: £228m).

Contribution increases are being phased in over the 3 year period ending 31 March 2023.

Individual employers' rates vary depending on the demographic and actuarial factors particular to each employer.

The valuation of the Fund has been undertaken using the projected unit method under which the salary for each member is assumed to increase until they leave active service by death, retirement or withdrawal from service. The principal assumptions were as follows:

Financial assumptions

Other financial assumptions	2016 %	2019 %
Price inflation (CPI)	2.1	2.3
Salary increases	2.4	3.0
Pension increases	2.1	2.3
Funded basis discount rate	3.8	4.3

Demographic assumptions

The life expectancy assumptions are based on the Fund's Hymans Robertson's Vita Curves in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and a long term rate of improvement of 1.25% p.a. for women and men.

Future life expectancy based on the Actuary's Fund-specific mortality review is as follows:

	Male	Female
Current pensioners	22.0 years	24.3 years
Future pensioners (assumed to be aged 45)	23.1 years	26.3 years

Commutation assumption

It is assumed that 50% of future retirees will elect to exchange pension for additional tax free cash up to HMRC limits for service to 1 April 2008 and 75% for service from 1 April 2008.

NOTE 20: ACTUARIAL PRESENT VALUE OF PROMISED RETIREMENT BENEFITS

In addition to the triennial funding valuation, the Fund's actuary also undertakes a valuation of the Pension Fund liabilities, on an IAS 19 basis, every year using the same base data as the funding valuation rolled forward to the current financial year, taking account of changes in membership numbers and updating assumptions to the current year. This valuation is not carried out on the same basis as that used for setting Fund contribution rates and the Fund accounts do not take account of liabilities to pay pensions and other benefits in the future.

In order to assess the value of the benefits on this basis, the Actuary has updated the actuarial assumptions (set out below) from those used for funding purposes (see Note 19). The actuary has also valued ill health and death benefits in line with IAS 19.

31 March 2019		31 March 2020
£m		£m
(1,213)	Present value of promised retirement benefits	(1,104)
807	Fair value of scheme assets	697
(406)	Net Liability	(407)

As noted above, the liabilities are calculated on an IAS 19 basis and therefore will differ from the results of the 2019 triennial funding valuation because IAS 19 stipulates a discount rate rather than a rate which reflects market rates.

IAS19 Assumptions used

	2018/19	2019/20
	% pa	% pa
Inflation/pensions increase rate assumption	2.5	1.9
Salary increase rate	2.8	2.6
Discount rate	2.4	2.3

NOTE 21: CURRENT ASSETS

31 March 2019		31 March 2020
£'000		£'000
	Debtors:	
526	Contributions due - employers	661
63	Sundry debtors	55
990	Cash owed to Fund	1,289
1,579		2,005

Analysis of Debtors:

31 March 2019		31 March 2020
£'000		£'000
0	Central Government bodies	0
990	Other local authorities	1,289
4	NHS bodies	4
526	Scheduled/Admitted bodies	661
59	Other entities and individuals	51
1,579		2,005

NOTE 21A: LONG TERM DEBTORS

There are currently no long term debtors

NOTE 22: CURRENT LIABILITIES

31 March 2019		31 March 2020
£'000		£'000
(344)	Sundry creditors	(156)
(66)	Benefits payable	(80)
(410)		(236)

Analysis of Creditors:

31 March 2019		31 March 2020
£'000		£'000
(5)	Central government bodies	(4)
(10)	Scheduled/Admitted bodies	0
(395)	Other entities and individuals	(232)
(410)		(236)

NOTE 23: ADDITIONAL VOLUNTARY CONTRIBUTIONS

AVC contributions of £0.50m were paid directly to the providers during the year (2018/19: £0.51m)

Market value 31 March 2019		Market value 31 March 2020
£'000		£'000
2,011	Prudential Assurance	2,268
599	Clerical Medical	553
219	Equitable Life Assurance Society	224
2,829		3,045

NOTE 24: AGENCY SERVICES

There were no payments of this type

NOTE 25: RELATED PARTY TRANSACTIONS**Harrow Council**

The Fund is required under IAS24 to disclose details of material transactions with related parties. The Council is a related party to the Pension Fund. Details of the contributions made to the Fund by the Council and expenses refunded to the Council are set out below.

The Pension Fund has operated a separate bank account since April 2011. However to avoid any undue cost to the Fund some minor transactions continue to be processed through the Council's bank account. These are reconciled on a monthly basis and settlement of any outstanding balance is adjusted when the Council pays its contributions to the fund.

31 March 2019		31 March 2020
£'000		£'000
(19,770)	Employer's Pension Contributions to the Fund	(20,634)
846	Administration expenses paid to the Council	906
990	Cash held by the Council	1,289

Governance

Each member of the Pension Fund Committee is required to declare their interests at each meeting.

NOTE 25A: KEY MANAGEMENT PERSONNEL

The key management personnel of the fund are the Councils' Director of Finance (S151 Officer) and the Treasury & Pension Fund Manager.

Total remuneration payable from the Pension Fund to these key management personnel is set out below:

31 March 2019		31 March 2020	
£'000		£'000	
86	Short-term benefits	91	
0	Termination benefits	0	

NOTE 26: CONTINGENT LIABILITIES AND CONTRACTUAL COMMITMENTS

Outstanding capital commitments at 31 March 2020 totalled £65.8m (31 March 2019: £2.7m).

These commitments relate to outstanding call payments due on unquoted limited partnership funds held by Pantheon Ventures and LCIV Infrastructure Fund.

NOTE 27: CONTINGENT ASSETS

One admitted body employer in the Fund holds an insurance bond/guarantee to guard against the possibility of being unable to meet their pension obligations. These bonds are drawn in favour of the Fund and payment will only be triggered in the event of employer default.



London Borough of Harrow Pension Fund ("the Fund") Actuarial Statement for 2019/20

This statement has been prepared in accordance with Regulation 57(1)(d) of the Local Government Pension Scheme Regulations 2013. It has been prepared at the request of the Administering Authority of the Fund for the purpose of complying with the aforementioned regulation.

Description of Funding Policy

The funding policy is set out in the Administering Authority's Funding Strategy Statement (FSS), dated March 2020. In summary, the key funding principles are as follows:

- to ensure the long-term solvency of the Fund, using a prudent long term view. This will ensure that sufficient funds are available to meet all members/dependants' benefits as they fall due for payment;
- to ensure that employer contribution rates are reasonably stable where appropriate;
- to minimise the long-term cash contributions which employers need to pay to the Fund, by recognising the link between assets and liabilities and adopting an investment strategy which balances risk and return (NB this will also minimise the costs to be borne by Council Tax payers);
- to reflect the different characteristics of different employers in determining contribution rates. This involves the Fund having a clear and transparent funding strategy to demonstrate how each employer can best meet its own liabilities over future years; and
- to use reasonable measures to reduce the risk to other employers and ultimately to the Council Tax payer from an employer defaulting on its pension obligations.

The FSS sets out how the Administering Authority seeks to balance the conflicting aims of securing the solvency of the Fund and keeping employer contributions stable. For employers whose covenant was considered by the Administering Authority to be sufficiently strong, contributions have been stabilised to return their portion of the Fund to full funding over 20 years if the valuation assumptions are borne out. Asset-liability modelling has been carried out which demonstrate that if these contribution rates are paid and future contribution changes are constrained as set out in the FSS, there is still at least a 72% likelihood that the Fund will return to full funding over 20 years.

Funding Position as at the last formal funding valuation

The most recent actuarial valuation carried out under Regulation 62 of the Local Government Pension Scheme Regulations 2013 was as at 31 March 2019. This valuation revealed that the Fund's assets, which at 31 March 2019 were valued at £851 million, were sufficient to meet 94% of the liabilities (i.e. the present value of promised retirement benefits) accrued up to that date. The resulting deficit at the 2019 valuation was £52 million.

Each employer had contribution requirements set at the valuation, with the aim of achieving full funding within a time horizon and probability measure as per the FSS. Individual employers' contributions for the period 1 April 2020 to 31 March 2022 were set in accordance with the Fund's funding policy as set out in its FSS.

Principal Actuarial Assumptions and Method used to value the liabilities

Full details of the methods and assumptions used are described in the 2019 valuation report.

Method

The liabilities were assessed using an accrued benefits method which takes into account pensionable membership up to the valuation date; and makes an allowance for expected future salary growth to retirement or expected earlier date of leaving pensionable membership.

Assumptions

A market-related approach was taken to valuing the liabilities, for consistency with the valuation of the Fund assets at their market value.

The key financial assumptions adopted for the 2019 valuation were as follows:

Financial assumptions	31 March 2018
Discount rate	4.3%
Salary increase assumption	3.0%
Benefit increase assumption (CPI)	2.3%

The key demographic assumption was the allowance made for longevity. The life expectancy assumptions are based on the Fund's VitaCurves with improvements in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and a long term rate of 1.25% p.a. Based on these assumptions, the average future life expectancies at age 65 are as follows:

	Males	Females
Current Pensioners	22.0 years	24.3 years
Future Pensioners*	23.1 years	26.3 years

*Aged 45 at the 2018 Valuation.

Copies of the 2019 valuation report and Funding Strategy Statement are available on request from the Administering Authority to the Fund.

Experience over the period since 31 March 2018

Markets were disrupted by COVID 19 which resulted in difficult market conditions towards the end of the financial year. As a result, the funding level of the Fund as at 31 March 2020 has reduced versus that reported in the previous formal valuation.

The next actuarial valuation will be carried out as at 31 March 2022. The Funding Strategy Statement will also be reviewed at that time.



Laura McInroy FFA

5 May 2020

For and on behalf of Hymans Robertson LLP

Appendices

Glossary of Terms

The glossary's definitions are intended to provide a clear and concise explanation of the technical terms used in this publication.

Accounting Standards: By law Local Authorities are required to follow "proper accounting practices" which are set out both in Acts of Parliament and in professional Codes including the Code of Practice on Local Authority Accounting in the United Kingdom.

Accrual: a sum included in the financial statements to cover income and expenditure attributable to an accounting period for goods received or work done, but for which payment has not been received / made by the end of the period.

Active Member: A Pension Fund member who is paying contributions into the fund.

Actuarial Valuation: a valuation of assets held, an estimate of the present value of benefits to be paid, and an estimate of required future contributions, by an actuary, on behalf of a pension fund.

Actuary: an independent professional who advises on the financial position of the Pension Fund.

Agency Services: the provision of services by one body (the agent) on behalf of another that is legally responsible for providing the service.

Amortised Cost: a method by which a financial asset or liability is measured in the balance sheet after deducting any repayments and after adding or subtracting cumulative amortisation calculated using the effective interest rate method. The amortisation adjusts the carrying value of the instrument from its initial value to its value at maturity over the life of the contract.

Bad Debt Provisions: amount of money set aside to meet cost of monies owed to the Council that are not expected to be repaid.

Capital Expenditure: expenditure on the purchase, construction and enhancement of Council assets such as houses, offices, schools, roads etc.

Capital Grants: money received from government departments and other statutory bodies towards the Council's capital expenditure.

Community Assets: assets that the Council intends to hold in perpetuity, that have no determinable useful life, and that may have restrictions on their disposal, such as parks and open spaces, and historic buildings.

Contingency: money set aside in the budget to meet the cost of unforeseen items of expenditure, or shortfalls in income.

Contingent Liability: is either; a) a possible obligation arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the Council's control; or b) present obligation that arises from past events where it is not probable that a transfer of economic benefits will be required or the amount of the obligation cannot be measured with sufficient reliability.

Corporate and Democratic Core: comprises all activities that a local Council engage in specifically because they are an elected, multipurpose organisation. The cost of the activities are thus over and above those which would be incurred by a series of independent, single purpose, nominated bodies managing the same services. It includes costs relating to the corporate management and democratic representation.

Council Tax: a locally determined taxation charge based on domestic property values set by both the billing and precept authorities at a level determined by the council tax base for the area.

Creditors: amounts owed by the Council for goods and services received where payment has not been made at the end of the financial year.

Current Asset: an asset held, which will be consumed or cease to have value within the next financial year. Examples are stocks and debtors.

Current Liability: an amount which will become payable or could be called in within the next financial year. Examples are creditors and cash overdrawn.

Current Service Cost: the increase in the present value of Pension Fund liabilities expected to arise from current year service.

Debtors: amounts owed to the authority for goods and services provided but not received at the end of the financial year.

Dedicated Schools Grant (DSG): a specific grant for the funding of schools and which is ring fenced to the Schools Budget.

Deferred Member: A Pension Fund member who had left employment, or who has ceased to be an active member of the pension scheme whilst remaining in employment, but retains an entitlement to a pension from the Fund.

Depreciated Replacement Cost (DRC): 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 of the nearest equivalent asset, adjusted to reflect the current condition of the existing asset.

Depreciation: the measure used to determine the wearing out, consumption, or other reduction in the useful economic life of a non-current asset, whether arising from use, passing of time or obsolescence through technological or other changes.

Earmarked Reserves: amounts set aside for a specific purpose or a particular service or type of service.

Fair Value: the price at which an asset could be exchanged or a liability settled between knowledgeable willing parties in an arm's length transaction.

Finance Leases: a lease that transfers substantially all the risks and rewards incidental to ownership of an asset to the leasee.

General Fund: the account that covers the net cost of all services other than the provision of Council housing for rent.

Housing Revenue Account (HRA): a statutory account which contains all expenditure and income relating to the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund. Local Council's are not allowed to make up any deficit on the HRA from the General Fund.

Impairment: a reduction in the carrying value of a fixed asset below its previously assessed carrying value due to obsolescence, damage or adverse change in the statutory environment.

Infrastructure Assets: a classification of non-current assets which have no market value, and which exist primarily to facilitate transportation and communication requirements (e.g. highways and footpaths) and similar environmental works.

Levies: payments to London-wide bodies, e.g. Environment Agency, Lee Valley Regional Park and West London Waste Authority. The cost of these bodies is borne by the local Council in the area concerned, based on their Council tax base, and is met from the General Fund.

Minimum Revenue Provision (MRP): the minimum amount which must be charged to the Council's revenue account and set aside as provision for credit liabilities.

Net Realisable Value: the amount at which an asset could be sold after the deduction of any direct selling costs.

Non-Distributable Cost: these include overheads for which no user benefits and should not be apportioned to services. Examples are spare computer capacity and empty offices. These also include pension costs in relation to scheme members past service.

Non-Domestic Rate (NDR): a flat rate in the pound set by Central Government and levied on businesses in the borough. NDR is now shared between the Council (48%), Central Government (25%) and the Greater London Authority (27%).

If the Council's baseline is greater than its funding baseline, it pays tariff payments to the Government. If the Council's NDR baseline is less than its funding baseline it receives top-up payments from the Government.

Operating Lease: a lease under which the asset can never become the property of the lessee.

Precepts: a charge on the Collection Fund by another public body (a precepting authority), determined by legislation.

Pension Fund: the Fund for staff in the Local Government Pension Scheme, maintained on an actuarial basis, which makes pension payments on retirement of participants; it is financed by contributions from the employer, employees and from investment income.

Post Balance Sheet Events: are events, both favourable and unfavourable, which occur between the balance sheet date and the date on which the Director of Finance signs the Statement of Accounts.

Prior Year Adjustments: those material adjustments applicable to prior years arising from changes in accounting policies or correction of fundamental errors.

Property, Plant and Equipment: tangible assets that yield benefit to the Council and the services it provides for a period of more than one year.

Provisions: monies set aside for liabilities and losses which are likely to be incurred but where exact amounts or dates are uncertain.

Private Finance Initiative (PFI): PFI is the procurement of public services and assets by a public body where the private sector is responsible for the design, construction, finance and operation of an asset or service for a specified time after which it is transferred back into the public sector.

Public Works Loan Board (PWLb): a government agency that provides long term and medium term loans to Local Authorities at interest rates only slightly higher than those at which the government itself can borrow.

Related Party: the relationship between a senior officer, elected Member, and their families, with another body that has, or might develop a business relationship with the Council.

Revenue Expenditure: the day-to-day running costs relating to the accounting period irrespective of whether or not the amounts due have been paid. These costs would include salaries and wages, premises and the costs of supplies and services.

Revenue Support Grant: the main grant received from central government to support the Council's revenue expenditure.

Taxbase: the number of Band D equivalent properties in a local authority's area. The council tax base is taken into account when it calculates its council tax, and when central government calculates entitlement to Formula Grant.

Trust Funds: money held in trust by the Council for a specified purpose.

The Code of Practice (The Code): aims to specify the principles and practices of accounting required to prepare a Statement of Accounts which presents fairly the financial position and transactions of the Council.

Abbreviations

ASB	Accounting Standards Board
AVC	Additional Voluntary Contributions
BCF	Better Care Fund
BRS	Business Rate Supplement
CCG	Clinical Commissioning Group
CFR	Capital Financing Requirement
CIES	Consolidated Income & Expenditure Statement
CIL	Community Infrastructure Levy
CIPFA	Chartered Institute of Public Finance and Accountancy
CSB	Corporate Strategic Board
DSG	Dedicated Schools Grant
DRC	Depreciated Replacement Cost
EFA	Expenditure Funding Analysis
EUV	Existing Use Value
EUV-SH	Existing Use Value – Social Housing
GARMS	Governance, Audit, Risk Management and Standards Committee
HRA	Housing Revenue Account
IASB	International Accounting Standards Board
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
LIBID	London Interchange Bid Rate
LGPS	Local Government Pension Scheme
LOBO	Lenders Option Borrowers Option
MiRS	Movement in Reserves Statement
MMI	Municipal Mutual Insurance
MRP	Minimum Revenue Provision
MTFS	Medium Term Financial Strategy
NDR	Non-Domestic Rates
NPV	Net Present Value
PFI	Private Finance Initiative
PPE	Property, Plant & Equipment
PWLB	Public Works Loan Board
RCCO	Revenue Contribution to Capital Outlay
RICS	Royal Institute of Chartered Surveyors
RSG	Revenue Support Grant
VAT	Value Added Tax
WLWA	West London Waste Authority