GOVERNANCE AND AUDIT COMMITTEE

Thursday, 23rd July, 2015

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent County Council
kent.gov.uk

AGENDA

GOVERNANCE AND AUDIT COMMITTEE

Thursday, 23rd July, 2015, at 10.00 am		Ask for:	**Andrew Tait**
Darent Room, Sessions House, County Hall, Maidstone		Telephone:	**03000 416749**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (15)

Conservative (8)	Mr R L H Long, TD (Chairman), Mr R J Parry (Vice-Chairman), Mr J A Davies, Mr E E C Hotson, Mr A J King, MBE, Mr S C Manion, Mr R A Marsh and Mr J E Scholes
UKIP (3)	Mr M Baldock, Mr C P D Hoare and Mr B Neaves
Labour (2)	Mr W Scobie and Mr D Smyth
Liberal Democrat (1):	Mr R H Bird
Independents (1):	Mr M E Whybrow

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1. Introduction/Webcasting

2. Membership

   To note that Mr M Baldock has replaced Mr H Birkby as a Member of the

Committee.

3. Substitutes

4. Declarations of Interest in items on the agenda for this meeting

5. Minutes - 29 April 2015 (Pages 7 - 12)

6. Committee Work and Member Development Programme (Pages 13 - 16)

7. External Audit Update July 2015 (Pages 17 - 32)

8. External Audit Annual Findings Report 2014/15 (Pages 33 - 50)

9. External Audit Pension Fund Audit Findings Report 2014/15 (Pages 51 - 80)

10. External Audit Planned Audit Fee 2015/16 (Pages 81 - 86)

11. Draft Statement of Accounts 2014/15 (Pages 87 - 260)

12. Schools Audit Annual Report (Pages 261 - 266)

13. Internal Audit Annual Report (Pages 267 - 320)

14. Transformation Programme - Legal Services and Back Office Procurement Project (Pages 321 - 326)

15. Update of Contracts and Tenders Standing Orders part of the Constitution (Pages 327 - 338)

16. Treasury Management Annual Review 2014/15 (Pages 339 - 350)

17. Debt Management (Pages 351 - 360)

18. Corporate Risk Register (Pages 361 - 406)

19. Action Plans arising from Internal Audit of the Fostering Service (Pages 407 - 414)

20. Other items which the Chairman decides are urgent

<u>EXEMPT ITEMS</u>

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
03000 416647

Wednesday, 15 July 2015

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

MINUTES of a meeting of the Governance and Audit Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 29 April 2015.

PRESENT: Mr R L H Long, TD (Chairman), Mr R J Parry (Vice-Chairman), Mr R H Bird, Mr H Birkby, Mr D L Brazier (Substitute for Mr A J King, MBE), Mr J A Davies, Dr M R Eddy (Substitute for Mr W Scobie), Mr E E C Hotson, Mr S C Manion, Mr R A Marsh, Mr B Neaves, Mr J E Scholes, Mr D Smyth, Mr A Terry (Substitute for Mr C P D Hoare) and Mr M E Whybrow

ALSO PRESENT: Miss S J Carey and Mr J D Simmonds, MBE

OFFICERS: Mr A Wood (Corporate Director Finance and Procurement), Mrs C Head (Head of Financial Management), Ms A Mings (Treasury & Investments Manager), Miss E Feakins (Chief Accountant), Mr G Wild (Director of Governance and Law), Mr R Patterson (Head of Internal Audit), Ms S Buckland (Audit Manager), Mr P Rock (Counter Fraud Manager), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr M Scrivener (Corporate Risk Manager), Mr M Rolfe (Trading Standards Manager (East)), Mr P Segurola (Interim Director of Specialist Children's Services), Miss M Goldsmith (Finance Business Partner) and Mr A Tait (Democratic Services Officer)

ALSO IN ATTENDANCE: Ms E Olive and Mr N White from Grant Thornton UK LLP

UNRESTRICTED ITEMS

12. Minutes
(Item 4)

RESOLVED that:-

(a) the Minutes of the Committee meeting held on 29 January 2015 are correctly recorded and that they be signed by the Chairman; and

(b) the Minutes of the Trading Activities Sub-Committee of 9 March 2015 be noted.

13. Committee Work and Member Development Programme
(Item 5)

(1) The Head of Internal Audit proposed an updated forward Committee Work programme and an outline Member Development programme.

(2) RESOLVED that approval be given to the proposed forward Committee Work and outline Member Development programme for the 2015/16 financial year.

14. Update on Savings Programme
(Item 6)

(1) The Corporate Director of Finance and Procurement reported on the position in respect of the 2014/15 and 2015/16 budget savings. He said that he was very confident that the accounts for 2014/15 were healthy and that very early indications for 2015/16 gave grounds for considerable optimism.

(2) RESOLVED that the progress on the 2014/15 and 2015/16 revenue budget savings be noted for assurance.

15. Review of KCC's Risk Management Policy and Strategy
(Item 7)

(1) The Director of Strategy, Policy, Relationships and Corporate Assurance and the Corporate Risk Manager presented the revised Risk Management Policy and Strategy.

(2) During discussion of this item, the Committee agreed that the words "and values" should be re-inserted into paragraph 4.2 of the draft and that the title in the *Group or Individual* heading of the *Risk Management Roles and Responsibilities* section (Annex B of Appendix 1) should be amended to read "all elected Members and staff members." It also agreed that the 9th bullet point in paragraph 4.3 should read: "ensure fraud risks are proactively considered and embedded into the organisation's risk management arrangements."

(3) The Committee agreed by 9 votes to 3 that the proposed revised wording to the *Roles and Responsibilities* section of Appendix 2 should be used in preference to the previous wording.

(4) RESOLVED that subject to (2) above, approval be given to the draft Risk Management Policy and Strategy for 2015/16.

16. Internal Audit and Counter Fraud Plan 2015-16
(Item 8)

(1) The Head of Internal Audit presented the proposed Internal Audit and Counter Fraud Plan for 2015/16.

(2) The Committee noted that Audit RB24 (Missing Children) implied the risk of "grooming." It decided against specifically incorporating the word into the Plan.

(3) RESOLVED that agreement be given to the proposed Internal Audit and Counter Fraud Annual Plan for 2015/16 as appended to the report.

17. Internal Audit and Counter Fraud Progress Report
(Item 9)

(1) The Head of Internal Audit summarised the outcomes of Internal Audit and Counter Fraud activity for the 2014/15 financial year to date.

(2) The Committee noted that the Foster Care management had not agreed on the need for a dedicated risk register. It therefore agreed to receive a written report at its next meeting explaining the reasons for its view and to invite a representative of the service to attend.

(3) RESOLVED that subject to (2) above, the following matters be noted:-

(a) progress and outcomes against the 2014/15 Audit Plan;

(b) progress and outcomes in relation to Counter Fraud activity; and

(c) the positive outcomes and assurances provided against international and public sector internal audit standards from the external quality assessment.

18. RIPA Report on Surveillance, covert human intelligence source and telecommunications data requests carried out by KCC between 1 April 2014 and 31 March 2015
(Item 10)

(1) The Trading Standards Manager (East Kent) reported on work undertaken by KCC officers on surveillance, the use of covert human intelligence sources and access to telecommunications data governed by the Regulation of Investigatory Powers Act 2000 (RIPA) during the 2014/15 business year.

(2) The Committee noted the use of the term “Chief Executive” in Annex 5 of the RIPA Policy. The Trading Standards Manager explained that the Home Office had recently amended this term to “Head of Paid Service” in its Code of Practice.

(3) RESOLVED that:-

(a) the use of powers under RIPA be noted for assurance; and

(b) the RIPA policy be endorsed.

19. Treasury Management Quarterly Report
(Item 11)

(1) The Treasury and Investments Manager gave an update report on treasury management issues. She explained that the correct figures for outstanding Icelandic deposits in Appendix 1 were as set out in the Treasury Management 6 monthly review report to the previous meeting of the Committee in January 2015, rather than in this report.

(2) The Deputy Leader and Cabinet Member for Finance and Procurement informed the Committee that since publication of the report, he and the Corporate Director of Finance and Procurement had very recently agreed on behalf of the County Council to borrow the sum of £25m for a 40 year period at a rate of 3.1%.

(3) RESOLVED that the report be noted for assurance.

20. Revised Accounting Policies
(Item 12)

(1) The Head of Financial Management and the Chief Accountant presented revised accounting policies for approval by the Committee.

(2) RESOLVED that approval be given to the additions and amendments to the accounting policies as set out in the Appendices to the report.

21. Updated Financial Regulations
(Item 13)

(1) The Chief Accountant introduced a report setting out the proposed amendments to the Financial Regulations.

(2) RESOLVED that the proposed amendments to the Financial Regulations, including those to the delegated authority matrix be endorsed for approval by the County Council.

22. External Audit Update - April 2015
(Item 14)

(1) Ms Liz Olive from Grant Thornton UK LLP reported on progress on the planned audits for 2014/15 as well as on emerging issues and developments.

(2) The Committee agreed to recommend that all Members of the County Council should be given appropriate training on the implications of the report by Louise Casey into the governance of Rotherham Metropolitan Borough Council. It further recommended that this training should be provided at a date (such as that of a meeting of the County Council) when the majority would find it convenient to attend.

(3) RESOLVED that:-

(a) the report be noted for assurance; and

(b) the County Council be recommended to provide appropriate training for all elected Members on the implications of the report by Louise Casey into the Governance of Rotherham Metropolitan Borough Council. This training should be provided at a date (such as that of a meeting of the County Council itself) when the majority will find it convenient to attend.

23. External Audit Plans for Kent County Council and Kent Superannuation Fund 2014/15
(Item 15)

(1) Ms Liz Olive from Grant Thornton UK LLP presented a report setting out the proposed work of Grant Thornton to enable them to give an audit opinion on the County Council’s 2014/15 financial statements including the Kent Superannuation Fund.

(2) RESOLVED that:-

(a) the outcomes of Grant Thornton's updated risk assessment be noted; and

(b) approval be given to the audit plans for Kent County Council and Kent Superannuation Fund for 2014/15.

24. Fraud, Law and Regulations and Going Concerns Considerations
(Item 16)

(1) The Corporate Director of Finance and Procurement presented management's responses to questions from Grant Thornton on the County Council's processes in relation to fraud, law and regulations and going concern considerations.

(2) RESOLVED that approval be given to the management responses to the Grant Thornton questionns as set out in the Appendix to the report.

25. Write-off report - Invoice Number 2013724
(Item 17)

(1) The Committee agreed to treat this item and the Exempt report which appeared as Item 20 on the agenda papers together. The Committee therefore RESOLVED under Section 100A if the Local Government Act 1972 to exclude the public for the following business on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 2 and 5 of Schedule 12A of the Act.

(2) The Interim Director for Specialist Children's Services and the Finance Manager set out the background and summarised the reasons for the write off of an unsecured debt over six months old.

(3) Following discussion of the individual circumstances and the legal reasons for the write off, the Committee agreed to readmit the public for the remainder of this item.

(4) RESOLVED that:-

(a) the contents of the report and the Exempt report (Item 20) be noted;

(b) agreement be given that the write off amounting to £28,332.37 was the most appropriate and cost-effective solution; and

(c) all appropriate steps must be taken to ensure that these circumstances are not repeated.

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By:	Richard Long, Chairman of Governance and Audit Committee Robert Patterson, Head of Internal Audit
To:	Governance and Audit Committee – July 2015
Subject:	**COMMITTEE WORK & MEMBER DEVELOPMENT PROGRAMME**
Classification:	Unrestricted

Summary: This report provides an update on the forward Committee Work and Member Development programme and revised best practice guidance in relation to Audit Committees.

FOR DECISION

Introduction and background

1. In December 2013, CIPFA published updated best practice guidance on the function and operation of audit committees in Local Government. The guidance recommends that this Committee's work programme is designed to ensure that it can fulfil its terms of reference and that adequate arrangements are in place to support the Committee with relevant briefings and training.
2. This paper is a standing item on each agenda to allow Members to review the programme for the year ahead, and provide Members with the opportunity to identify any additional items that they would wish to include.

Current Work Programme

3. Appendix 1 shows the latest programme of work for the Committee, up to July 2016. The content of the programme is matched to the Committee Terms of Reference and aims to provide at least the minimum coverage necessary to meet the responsibilities set out. This does not preclude Members asking for additional items to be added during the course of the year.
4. The programme reflects requests made from previous Committee members for additional reports on specific items of interest.

Member Development Programme

5. For 2015-16, the following sessions were agreed for pre-meeting briefings, focusing on areas that are of specific relevance to this Committee.

Description	Timing
Embedding effective counter-fraud measures.	October 2015
The role of the Governance & Audit Committee and safeguarding.	January 2016
T.B.C	April 2016

6. The counter fraud briefing has now been re-scheduled to the October meeting to coincide with an associated agenda item on relevant benchmarking as well as the imminent launch of the Kent Intelligence Network (KIN) hub

7. Specific member development for April 2016 will be determined later in the year, allowing a response to any specific emerging issues or concerns.

8. Members may also ask for additional training if they require.

Recommendations

9. It is recommended that Members approve the forward Committee Work ***(Appendix 1)***.

Appendix 1 Committee work programme

Robert Patterson
Head of Internal Audit (03000 416554)

Committee Work Programme **Appendix 1**

Category / Item	Owner	Jul-15	Oct - 15	Jan-16	Apr - 16	Jul -16
Secretariat						
Minutes of last meeting	AT	✓	✓	✓	✓	✓
Work Programme	RP	✓	✓	✓	✓	✓
Member Development Programme	RP		✓	✓	✓	
Risk Management and Internal Control						
Corporate Risk Register	RH	✓		✓		✓
Review of the Risk Management Strategy, Policy and Programme	RH			✓		
Report on Insurance and Risk Activity	NV		✓			✓
Treasury Management quarterly report/six monthly review	NV		✓	✓	✓	
Treasury Management Annual Review	NV	✓				✓
Ombudsman Complaints	GW		✓			
Annual Complaints Report	DC		✓	✓		
Update on Savings programme/transformation programme	AW/CJ		✓		✓	
Annual report on 'surveillance' activities carried out by KCC	MR				✓	
Update on spending the Councils money	HS					
Corporate Governance						
Update on development of management guides	DW	If significant changes to the approach or purpose of the management guides				
Annual review of Terms of Reference of G&A	RP			✓		
Debt Management	NV	✓		✓		✓
Facing the Challenge – governance update	JB		✓		✓	
Annual review of the Council's Code of Corporate Governance	GW	If material changes to the Code				
Commercial Services Policies	AW	If informed of material changes to Policies				

Committee Work Programme **Appendix 1**

Category / Item	Owner	Jul-15	Oct - 15	Jan-16	Apr-16	Jul-16
Internal Audit and Counter Fraud						
Internal Audit and Counter Fraud Progress Report	RP		✓	✓	✓	
Schools Audit Annual Report	RP	✓				✓
Internal Audit and Counter Fraud Annual Report	RP	✓				✓
Internal Audit Strategy and Annual Plan	RP				✓	
Internal Audit Benchmarking Report	RP		✓			
Review of the anti-fraud and anti-corruption Strategy	RP		✓			
Review of anti-money laundering Policy	RP			✓		
External Audit						
External Audit Update	RP	✓	✓	✓	✓	✓
External Audit Findings Report/Value for Money and Annual Audit Letter	RP	✓				✓
Pension Fund Audit Findings Report	RP	✓				✓
External Audit Certification of Claims and Returns Report	RP				✓	
Effectiveness of Internal and External Audit Liaison	RP			✓		
External Audit Plan	RP				✓	
External Audit Pension Fund Plan	RP				✓	
External Audit Fee letter	RP	✓			✓	✓
External Audit Fraud, Law & Regulations & Going Concern Considerations	AW				✓	
Financial Reporting						
Statement of Accounts & Annual Governance Statement	AW	✓				✓
Revised Accounting Policies	CH				✓	
Review of Financial Regulations	EF				✓	

By:	John Simmonds, Cabinet Member for Finance & Business Support Andy Wood, Corporate Director of Finance and Procurement
To:	Governance and Audit Committee – 23 July 2015
Subject:	**External Audit Update July 2015**
Classification:	Unrestricted

Summary: This paper provides recent updates and information from the External Auditor, Grant Thornton UK LLP

FOR ASSURANCE

Introduction and background

1. In order that the Governance and Audit Committee is kept up to date with the work of Grant Thornton UK LLP, progress reports are written by the external auditor as appropriate.

2. The attached report covers the following areas:
   - Progress as at 1st July 2015
   - Emerging issues and developments

Recommendation

3. Members are asked to note the report.

Robert Patterson
Head of Internal Audit
Ext: 416554

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Governance and Audit Committee Update for Kent County Council

Year ended 31 March 2015

July 2015

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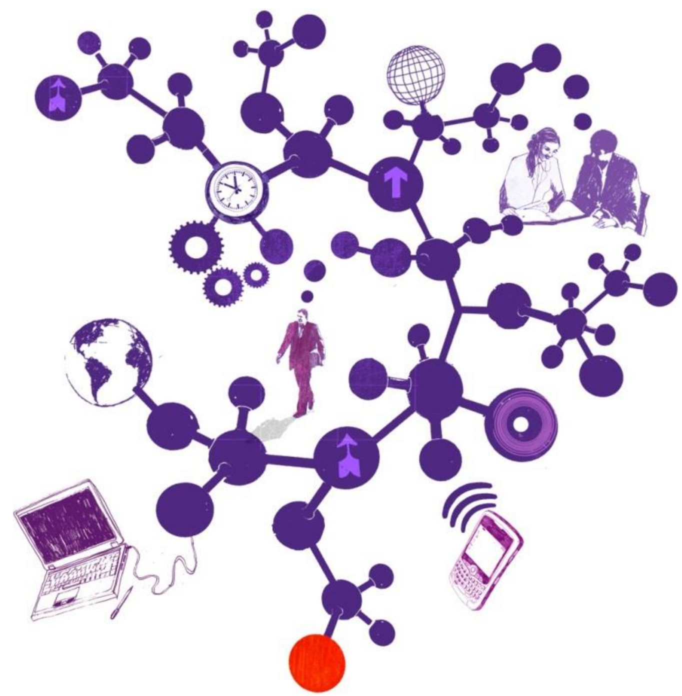

The contents of this report relate only to the matters which have come to our attention, which we believe need to be reported to you as part of our audit process. It is not a comprehensive record of all the relevant matters, which may be subject to change, and in particular we cannot be held responsible to you for reporting all of the risks which may affect your business or any weaknesses in your internal controls. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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Contents

Introduction

This paper provides the Governance and Audit Committee with a report on progress in delivering our responsibilities as your external auditors. The paper also includes a summary of emerging national issues and developments that may be relevant to you.

Members of the Governance and Audit Committee can find further useful material on our website www.grant-thornton.co.uk, where we have a section dedicated to our work in the public sector (http://www.grant-thornton.co.uk/en/Services/Public-Sector/). Here you can download copies of our publications including:

- Spreading their wings: Building a successful local authority trading company
- Easing the burden, our report on the impact of welfare reform on local government and social housing organisations
- All aboard? our local government governance review 2015
- Stronger futures: development of the local government pension scheme
- Rising to the challenge: the evolution of local government, summary findings from our fourth year of financial health checks of English local authorities
- 2020 Vision, exploring finance and policy future for English local government
- Where growth happens, on the nature of growth and dynamism across England

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Manager.

Paul Hughes Engagement Lead T 0207 728 2256 M 07860 282763 paul.hughes@uk.gt.com
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Progress at 1 July 2015

Work	Planned date	Complete?	Comments
2014-15 Accounts Audit Plan We are required to issue a detailed accounts audit plan to the Council setting out our proposed approach in order to give an opinion on the Council's 2014-15 financial statements.	April 2015	Yes	We are presenting separate accounts audit plans for the Council's financial statements and the Pension Fund accounts to this committee meeting.
Interim accounts audit Our interim fieldwork visit includes: • updating our review of the Council's control environment • updating our understanding of financial systems • review of Internal Audit reports on core financial systems • early work on emerging accounting issues • early substantive testing	Phase 1: 26 January – 6 February 2015 Phase 2: 13 – 17 April 2015	Yes Yes	We have agreed audit visit dates for the interim audits with officers. Phase 1 is focussed on planning and risk assessment procedures and phase 2 is early testing to reduce the work at the accounts audit visit. We have quarterly meetings with internal audit to discuss potential audit issues and fraud investigations. There are no issues arising that would impact on our audit opinion at this date.
2014-15 final accounts audit Including: • audit of the 2014-15 financial statements • proposed opinion on the Council's accounts • proposed Value for Money conclusion.	15 June – 10 July 2015	In progress	We have monthly meetings with the Head of Financial Management, Chief Accountant and Capital team to discuss potential accounting issues as they arise. We received the draft accounts for audit on 12 June 2015. Our accounts audit is in progress and the results will be presented to the committee in the Audit Findings Reports (two reports on this committee agenda).

Progress at 1 July 2015

Work	Planned date	Complete?	Comments
Value for Money (VfM) conclusion The scope of our work to inform the 2014-15 VfM conclusion comprises: • securing financial resilience • challenging how it secures economy, efficiency and effectiveness in its use of resources. Our review will focus on arrangements relating to financial governance, strategic financial planning and financial control.	Planning: January 2015 Fieldwork: March and July 2015	Yes In progress	We reported the risks identified for 2014-15 in the Audit Plan in April 2015. The detailed risk assessment is currently being completed and findings will be presented to the committee in the Audit Findings Reports at the July committee meeting.
Whole of Government Accounts (WGA) We are required to audit the Whole of Government Accounts return on behalf of the National Audit Office.	September 2015	No	We will complete the testing and certification by the October 2015 deadline.

Other activity undertaken

Officers attended the PFI accounting workshop and 2014-15 accounts closedown workshop which was jointly delivered with CIPFA.

We certified the Regional Growth Fund claim for the TIGER and Escalate projects in June 2015 as non-audit work. No issues were arising from our certification work.

We have introduced colleagues from our Local Government Advisory team to the Council.

Spreading their wings: Building a successful local authority trading company

Grant Thornton

Our report, 'spreading their wings' focuses on how to set up a local authority trading company and, importantly, how to make it successful. It is available at http://www.grant-thornton.co.uk/Global/spreading-their-wings-LATC-report-2015.pdf

The trend in using alternative models to protect and develop services has continued over the last year. As councils continue to confront financial pressure, many have considered how to reduce costs, generate income and improve efficiency by introducing commercial structures.

The introduction of LATCs has been a key part of this innovation and we predict that the number will grow in the next five years. While restricted initially to areas such as entertainment or airports – for example Birmingham's NEC and Manchester Airport – LATCs have grown into new areas such as highways, housing and education. More recently, LATCs dedicated to the delivery of social care services have emerged.

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We recognise that the delivery of a successful company is not easy. In light of this, this report provides practical guidance on the steps that need to be followed in:

- deciding to set up a local authority trading company
- setting up a local authority trading company
- building a successful local authority trading company.

Grant Thornton has worked with many LATCs and continues to support growth in this area. We have based this report on market research, interviews with councils and LATCs, and our own experience of working with LATCs and councils. It is a practical guide drawing on our own experiences but also on the successful companies we have worked with.

Hard copies of our report are available from your Engagement Lead or Audit Manager.

Welfare Reform Review: Easing the burden

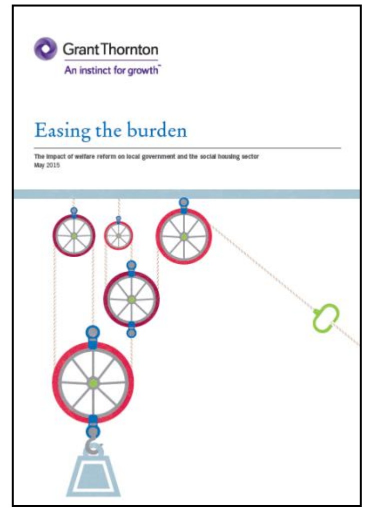
Grant Thornton

Our second welfare reform report, 'Easing the burden' provides insight into the impact of welfare reform on English local authority and social housing organisations over the past two years. It is available at http://www.grant-thornton.co.uk/Global/Easing-the-burden-welfare-reform-report.pdf

It focuses on the governance and management arrangements being put in place across the two sectors to deliver reform, the early signs of how successful the reforms have been and the upcoming issues and risks on the reform agenda in the wider context of social impact.

The key messages include:

- The cumulative effect of various welfare reforms is putting a significant financial strain on those people needing welfare support
- The majority of local authorities and housing associations surveyed have seen a rise in average council tax and rent arrears since 2012/13, which they attributed at least in part to welfare reform
- There has been limited movement to smaller properties as a result of the spare room subsidy and benefit cap reforms,
- Local authorities are becoming reliant on Discretionary Housing Payments (DHP) to plug the gap for those unable to pay.
- Any reduction in DHP funding from central government is therefore likely to result in further increases to rent arrears and homelessness in the next two years, unless mitigated by other means
- The withdrawal of ring-fenced hardship funding (formerly the Social Fund) will result in a reduction of provision, as the majority of local authorities told us that they are not in a position to fund this from their own revenue
- Reductions in DHP, hardship funding and general funding reductions inhibit the ability of local authorities and housing associations to pursue early intervention policies, preventing people falling into long-term benefit dependency. This has cost implications for the medium- to long-term.
- The cost of administering housing benefit is rising as a result of welfare reform. Around half of local authorities and housing associations surveyed said housing benefit is becoming significantly more costly to administer, partly due to the increased complexity of cases.



Hard copies of our report are available from your Engagement Lead or Audit Manager.

The Queen's Speech 2015 – what is means for local government

Local government issues

The Queen's Speech was presented to Parliament on 27th May 2015 and set out the new government's policies and proposed legislative programme for the next parliamentary session. There are a range of proposals impacting on local government, including:

- A Cities and Local Government Devolution Bill aimed at boosting growth and increasing local government productivity and efficiency. It will provide the legislative framework to deliver the Greater Manchester deal and other future deals. The provisions of the bill will be applied to specified combined authorities and their areas, led by an elected mayor.
- A Housing bill extending right to buy legislation to housing associations and requiring local authorities to dispose of high-value vacant council houses. This bill will also introduce measures to simplify and speed up the neighbourhood planning system other changes to housing and planning legislation to support housing growth.
- An Education and Adoption bill that aims to speed up intervention in failing schools and requires inadequate, and coasting schools to become academies. It is also planned to introduce regional adoption agencies, working across local authority boundaries to reduce delays in the adoption system.

Local Government New Burdens

Local government issues

The National Audit Office (NAO) published its review of new burdens on local government on 5th June 2015.

In 2011, the government reaffirmed its commitment to the New Burdens Doctrine (the Doctrine). The Doctrine set out how the government would ensure that new requirements that increased local authorities' spending or reduced their income did not lead to excessive council tax increases. The Doctrine commits the government to assess and fund extra costs for local authorities from introducing new powers, duties and other government-initiated changes.

The NAO report considers the new burdens regime, how it is managed and overseen and the DCLG's arrangements for new burdens assessments. It concludes that:

- government departments have embraced the new burdens Doctrine and the DCLG's guidance has promoted consistent assessment and encouraged consultation with local government on the impact of new requirements;
- however, the government is not sufficiently open about which new burdens are assessed or the outcomes of assessments; and
- the DCLG has not promoted post implementation reviews to ensure funding is adequate.

The NAO also concludes that the DCLG needs to use intelligence from new burdens regime better, to improve its understanding of the pressures affecting local authorities' financial sustainability.

English devolution – local solutions for a successful nation

Local government issues

The Local Government Association's (LGA) white paper on devolution includes a warning to the new government that the principle of cuts without reform could stifle growth and development and challenge the sustainability of vital local services. The paper sets out:

- Why devolution matters
- The principles to sustain devolution
- A road map to follow to help deliver reform
- Proposals that will strengthen accountability and governance in the new system

It states that:

Local government has done more than any other part of the public sector over the course of the last parliament to make the public finances more sustainable and managed to do so while protecting front line services. All evidence suggests that this cannot continue over the next five years without more radical reform. Given the continuing need to reduce the national deficit, only a reinvigorated agenda for reform, underpinned by sustainable funding for local services, will deliver the ambition of the new Government for our communities and national economy.

Understanding your accounts – Member guidance

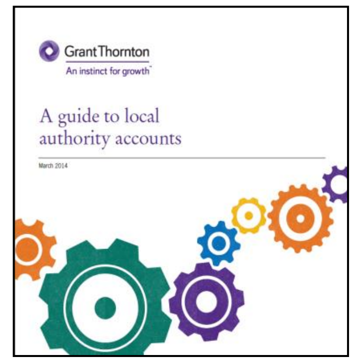
Accounting and audit issues

Local authority Audit Committee members are not expected to be financial experts, but they are responsible for approving and issuing the authority's financial statements. However, local authority financial statements are complex and can be difficult to understand.

In 2014 we prepared a guide for Members to use as part of their review of the financial statements. It explains the key features of the primary statements and notes that make up a set of financial statements. It also includes key challenge questions to help Members assess whether the financial statements show a true and fair view of their authority's financial performance and financial position. Any new members to the Audit and Governance Committee may find this guide helpful.

The guide considers the :

- explanatory foreword – which should include an explanation of key events and their effect on the financial statements
- annual governance statement – providing a clear sense of the risks facing the authority and the controls in place to manage them
- movement in reserves statement – showing the authority's net worth and spending power
- comprehensive income and expenditure statement – reporting on the year's financial performance and whether operations resulted in a surplus or deficit
- balance sheet – a 'snapshot' of the authority's financial position at the year end; and
- other statements and additional disclosures



We have provided copies of the Guide to Local Authority accounts to the Council for distribution to the Governance and Audit Committee in 2014. If you would like further copies please contact your Engagement Manager.

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By: John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement

Andy Wood, Corporate Director of Finance and Procurement

To: Governance and Audit Committee – 23rd July 2015

Subject: **External Audit – Annual Findings Report 2014/15**

Classification: Unrestricted

Summary: This paper sets the context to the External Auditor's Annual Audit Findings report.

FOR DECISION

Introduction and background

1. Grant Thornton, as External Auditor to the Council, is required to report to the Committee the findings from the audit of the 2014/15 financial statements.
2. The report includes the key messages arising from the audit work undertaken to address the risks identified in the Audit Plan presented to this Committee in April 2015. It also includes the results of the work undertaken to assess the Council's arrangements to secure value for money and financial resilience.

Process

3. The 2014/15 financial statements (except for the Annual Governance Statement) were provided to Grant Thornton for audit during June 2015. The audit of the financial statements started shortly afterwards and the work was substantially complete by early July 2015.
4. This Findings report has been produced and circulated prior to the final discussions with the Section 151 Officer and therefore any subsequent material amendments will be verbally brought to the attention of the Committee.
5. In addition Members will have the opportunity to ask questions about the audits and reports to help inform their decision before formally approving the 2014/15 financial statements.

Recommendations

6. Members of the Governance and Audit Committee are asked to:

- take note of the adjustments to the accounts of the Council
- Note the conclusions on value for money and the Council's financial resilience:
- agree the draft management response to the action plan, subject to any further verbal updates (Appendix A).

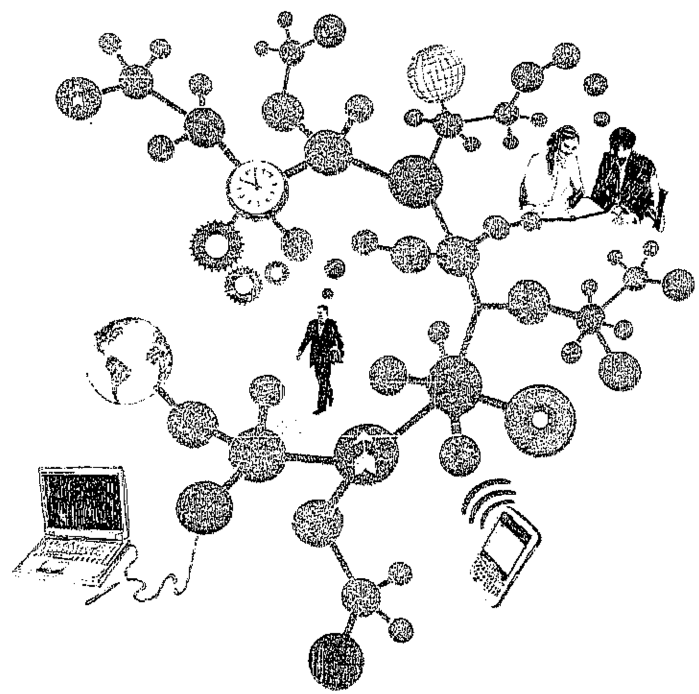
Robert Patterson
Head of Internal Audit (Ext: 416554)

Grant Thornton

The Audit Findings for Kent County Council

Year ended 31 March 2015

23 July 2015



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The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive special examination might identify.

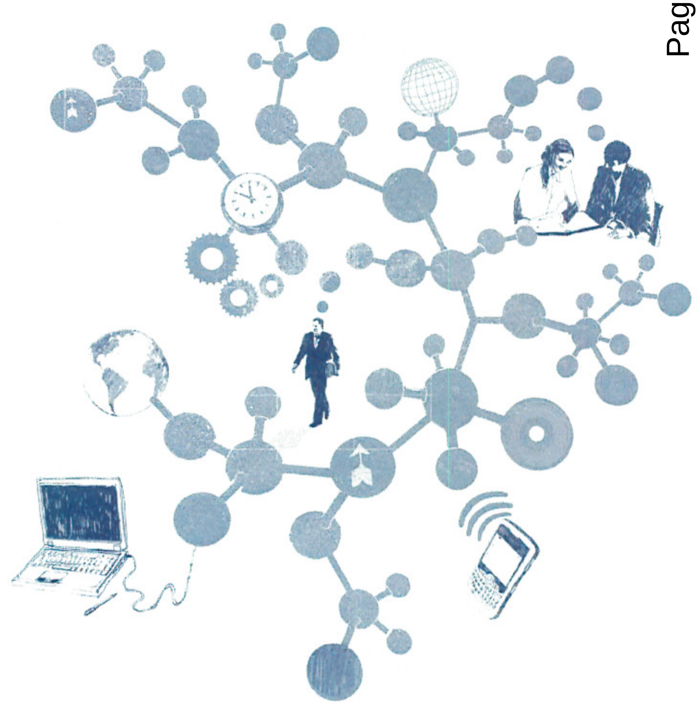
We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

Grant Thornton

The Audit Findings for Kent County Council

Year ended 31 March 2015

23 July 2015



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Contents

Section 1: Executive summary

Contents

Executive summary

Purpose of this report

This report highlights the key matters arising from our audit of Kent County Council's ('the Council') financial statements for the year ended 31 March 2015. It is also used to report our audit findings to officers and those charged with governance in accordance with the requirements of International Standard on Auditing 260 (ISA).

Under the Audit Commission's Code of Audit Practice we are required to report whether, in our opinion, the Council's financial statements present a true and fair view of the financial position, its expenditure and income for the year and whether they have been properly prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting. We are also required to reach a formal conclusion on whether the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources (the Value for Money conclusion).

Introduction

In the conduct of our audit we have not had to alter our planned audit approach, which we communicated to you in our Audit Plan dated April 2015.

Our audit is substantially complete subject to finalising our work in the following areas:

- obtaining and reviewing the final management letter of representation; and
- updating our post balance sheet events review, to the date of signing the opinion.

We received draft financial statements on 12 June 2015 and accompanying working papers at the start of our audit on 15 June 2015, in accordance with the agreed timetable. The accounts submission is earlier than most councils achieve.

Key issues arising from our audit

Financial statements opinion

We anticipate providing an unqualified opinion on the financial statements.

We have not identified any adjustments affecting the Council's reported financial position (details are recorded in section 2 of this report). The draft and audited financial statements record net expenditure of £925,827k. We have identified adjustments to improve the presentation of the financial statements. All of these have been accepted by officers and are reflected in the revised statement of accounts to be presented to the Governance and Audit Committee meeting on 23 July.

The Council produced good quality draft financial statements supported by comprehensive working papers and officers have responded positively to additional requests for evidence to enable us to carry out the majority of audit work in the three week onsite visit.

Further details are set out in section 2 of this report.

Value for Money (VfM) conclusion
We are pleased to report that, based on our review of the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources, we propose to give an unqualified VfM conclusion.

Further detail of our work on Value for Money is set out in section 3 of this report.

Whole of Government Accounts (WGA)
We will complete our work in respect of the Whole of Government Accounts in accordance with the national timetable. The work is planned for September 2015 and the audit certificate will be issued after we have audited the WGA consolidation pack.

Controls
The Council's management is responsible for the identification, assessment, management and monitoring of risk, and for developing, operating and monitoring the system of internal control.

Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we report these to the Council.

Our work has not identified any control weaknesses which we wish to highlight for your attention.

The way forward
Matters arising from the financial statements audit and review of the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources have been discussed with the Corporate Director of Finance and Procurement.

We have made one recommendation, which is set out in the action plan in Appendix A.

Acknowledgment
We would like to take this opportunity to record our appreciation for the assistance provided by the finance team and other staff during our audit.

Grant Thornton UK LLP
July 2015

Executive summary

Purpose of this report

This report highlights the key matters arising from our audit of Kent County Council's ('the Council') financial statements for the year ended 31 March 2015. It is also used to report our audit findings to officers and those charged with governance in accordance with the requirements of International Standard on Auditing 260 (ISA).

Under the Audit Commission's Code of Audit Practice we are required to report whether, in our opinion, the Council's financial statements present a true and fair view of the financial position, its expenditure and income for the year and whether they have been properly prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting. We are also required to reach a formal conclusion on whether the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources (the Value for Money conclusion).

Introduction

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- obtaining and reviewing the final management letter of representation; and
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Key issues arising from our audit

Financial statements opinion

We anticipate providing an unqualified opinion on the financial statements.

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The Council produced good quality draft financial statements supported by comprehensive working papers and officers have responded positively to additional requests for evidence to enable us to carry out the majority of audit work in the three week onsite visit.

Further details are set out in section 2 of this report.

Section 2: Audit findings

Audit findings

In this section we present our findings in respect of matters and risks identified at the planning stage of the audit and additional matters that arose during the course of our work. We set out on the following pages the work we have performed and findings arising from our work in respect of the audit risks we identified in our audit plan, presented to the Governance and Audit Committee on 29 April 2015. We also set out the adjustments to the financial statements arising from our audit work and our findings in respect of internal controls.

Audit findings against significant risks

"Significant risks often relate to significant non-routine transactions and judgmental matters. Non-routine transactions are transactions that are unusual, either due to size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty" (ISA 315).

In this section we detail our response to the significant risks of material misstatement which we identified in the Audit Plan. There are two presumed significant risks which are applicable to all audits under auditing standards.

	Risks identified in our audit plan	Work completed	Assurance gained and issues arising
1.	**Improper revenue recognition** Under ISA 240 there is a presumed risk that revenue may be misstated due to improper recognition. This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition. Although we have rebutted the significant risk presumption we are required to still perform testing to address the inherent risk.	• review and testing of revenue recognition policies • testing of material revenue streams • review of unusual significant transactions	We determined that the risk of fraud arising from revenue recognition could be rebutted. Our audit work has not identified any issues in respect of revenue recognition. We did however identify one disclosure error in note 14 Grant Income which officers have amended. We set out our findings in detail in the 'Misclassifications and Disclosures changes' section of this report.

Section 2: Audit findings

By: John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement

Andy Wood, Corporate Director of Finance and Procurement

To: Governance and Audit Committee – 23rd July 2015

Subject: **External Audit – Pension Fund Audit Findings Report 2014/15**

Classification: Unrestricted

Summary: This paper sets the context to the External Auditor's Annual Pension Fund Audit Findings report.

FOR DECISION

Introduction and background

1. Grant Thornton, as External Auditor to the Council, is required to report to the Committee the findings from the audit of the 2014/15 Pension Fund financial statements (included in the Council's financial statements).

2. The report include the key messages arising from the audit work undertaken to address the risks identified in the Audit Plan presented to this Committee in April 2015.

Process

3. The 2014/15 Pension Fund financial statements were provided to Grant Thornton for audit in mid June 2015 and the audit of the financial statements progressed shortly after. with completion by early July 2015.

4. Members will have the opportunity to ask questions about the audit and report to help inform their decision before formally approving the 2014/15 financial statements.

Recommendations

5. Members of the Governance and Audit Committee are asked to:

   - agree the findings in the report:

Robert Patterson
Head of Internal Audit (Ext: 416554)

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The Audit Findings for Kent Superannuation Fund

Year ended 31 March 2015

July 2015

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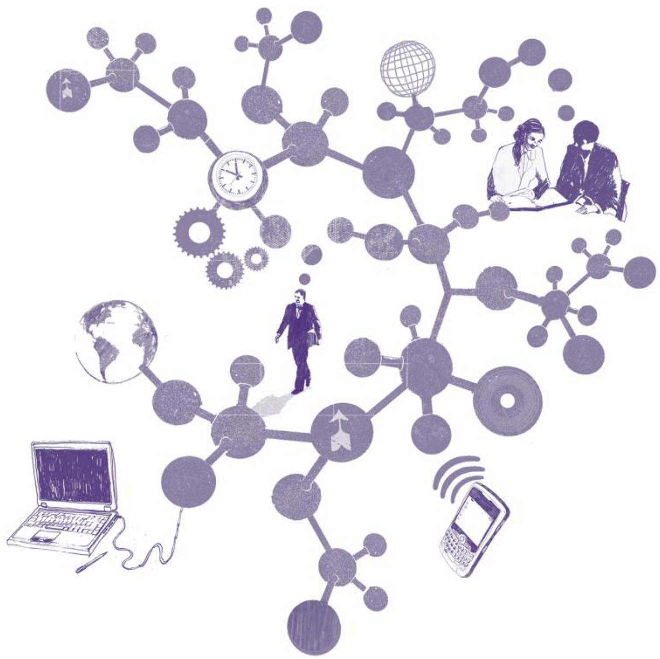

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July 2015

Dear Sirs

Audit Findings for Kent Superannuation Fund for the year ending 31 March 2015

This Audit Findings report highlights the significant findings arising from the audit for the benefit of those charged with governance (in the case of Kent Superannuation Fund, the Governance and Audit Committee), as required by International Standard on Auditing (UK & Ireland) 260. Its contents have been discussed with management.

As auditors we are responsible for performing the audit, in accordance with International Standards on Auditing (UK & Ireland), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements.

The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements. Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive special examination might identify. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

We would like to take this opportunity to record our appreciation for the kind assistance provided by the finance team and other staff during our audit.

Yours sincerely

Emily Hill

for and on behalf of Grant Thornton UK LLP

Contents

Section 1: Executive summary

Executive summary

Purpose of this report

This report highlights the key matters arising from our audit of Kent Superannuation Fund's (the Fund) financial statements for the year ended 31 March 2015. It is also used to report our audit findings to management and those charged with governance in accordance with the requirements of International Standard on Auditing 260 (ISA UK&I).

Under the Audit Commission's Code of Audit Practice we are required to report whether, in our opinion, the Fund's financial statements present a true and fair view of the financial position and expenditure and income for the year and whether they have been properly prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting.

Introduction

In the conduct of our audit we have had to alter our planned audit approach, which we communicated to you in our Audit Plan dated 29 April 2015. Specifically, we have had to undertake procedures in relation to the appointment of a new fund manager and the subsequent cash commitment of in excess of £200m undertaken during 2014/15. In accordance with the definition on page 9 of this report, we have deemed this risk to represent a non-routine transaction and as such have classified it as a significant risk. The procedures we undertook in response to this risk are documented on page 13, along with our findings.

We received draft financial statements and accompanying working papers at the start of our audit, in accordance with the agreed timetable.

Our audit is substantially complete although we are finalising our procedures in the following areas:

- review of the final version of the financial statements
- obtaining and reviewing the final management letter of representation
- updating our post balance sheet events review, to the date of signing the opinion
- review of the final version of the Pension Fund annual report, and
- final senior management and specialist partner review

Key issues arising from our audit

Financial statements opinion

We have identified no adjustments affecting recorded net assets per the draft accounts. The draft financial statements for the year ended 31 March 2015 recorded net assets of £4,539,037k and the audited financial statements record the same outcome.

There were no significant issues arising from our work.

We have not identified any adjustments affecting the Fund's reported financial position. Further details are provided in section 2 of this report. We have agreed with officers some minor adjustments to improve the presentation of the financial statements, as well as to fully reflect your outstanding investment commitments as at year end.

We anticipate providing an unqualified opinion in respect of the Fund's financial statements.

Controls

Roles and responsibilities

The Council's management is responsible for the identification, assessment, management and monitoring of risk, and for developing, operating and monitoring the system of internal control.

Our audit is not designed to test all internal controls or identify all areas of control weakness. However, where, as part of our testing, we identify any control weaknesses, we report these to the Council as the administering authority.

Findings

Our work has not identified any control weaknesses which we wish to highlight for your attention.

The way forward

Matters arising from the financial statements audit have been discussed with the Corporate Director of Finance and Procurement and the finance team.

Acknowledgment

We would like to take this opportunity to record our appreciation for the assistance provided by the finance team and other staff during our audit.

Grant Thornton UK LLP
July 2015

Section 2: Audit findings

Audit findings

In this section we present our findings in respect of matters and risks identified at the planning stage of the audit and additional matters that arose during the course of our work. We set out on the following pages the work we have performed and the findings arising from our work in respect of the audit risks we identified in our audit plan, presented to the Governance & Audit on 29 April 2015. We also set out the adjustments to the financial statements arising from our audit work and our findings in respect of internal controls.

Changes to Audit Plan

We have not made any changes to our Audit Plan as previously communicated to you on 29 April 2015 except for the additional risk we identified which is set out on page 13.

Audit opinion

We provide two opinions on the Pension Fund, as follows:

- an audit opinion on the Pension Fund financial statements included in the Council's Statement of Accounts
- an opinion on the Pension Fund financial statements included in the Pension Fund Annual Report, which confirms if these financial statements are consistent with the financial statements in the Statement of Accounts

Our proposed audit opinion on the Pension Fund financial statements in the Statement of Accounts is set out in Appendix A.

We have yet to receive a copy of the final version of the Fund's Annual Report. The draft wording of our proposed opinion on the financial statements in the Annual Report is set out in Appendix B. We will confirm the wording of this opinion on review of the final version of the Annual Report.

Audit findings against significant risks

"Significant risks often relate to significant non-routine transactions and judgemental matters. Non-routine transactions are transactions that are unusual, either due to size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty" (ISA (UK&I) 315).

In this section we detail our response to the significant risks of material misstatement which we identified in the Audit Plan. As we noted in our plan, the first two risks are two presumed significant risks which are applicable to all audits under auditing standards.

	Risks identified in our audit plan	Work completed	Assurance gained and issues arising
1.	**Improper revenue recognition** Under ISA (UK&I) 240 there is a presumed risk that revenue may be misstated due to improper recognition	We rebutted this presumption during the interim phase of the audit, and this was communicated to members as part of the audit plan.	Our audit work has not identified any issues in respect of revenue recognition.
2.	**Management override of controls** Under ISA (UK&I) 240 there is a presumed risk of management over-ride of controls	• Review of accounting estimates, judgements and decisions made by management • Testing of journal entries • Review of unusual significant transactions	Our audit work has not identified any evidence of management override of controls. In particular the findings of our review of journal controls and testing of journal entries has not identified any significant issues. We set out later in this section of the report our work and findings on key accounting estimates and judgements.

Audit findings against significant risks (continued)

	Risks identified in our audit plan	Work completed	Assurance gained and issues arising
3.	**Level 3 investments (with prices where inputs are not based on observable market data) – valuation is incorrect**	• Gain an understanding of management controls over the valuation of hard to value investments. Assessment of whether these controls have been implemented as expected and whether they are sufficient to mitigate the risk of material misstatement • For a sample of investments, testing valuations by obtaining and reviewing audited accounts at latest date for individual investments and agreeing these to the fund manager reports at that date. Reconciliation of those values to the values at 31st March with reference to known movements in the intervening period • A review of the nature and basis of estimated values of these investments	Our audit work has not identified any issues in respect of the risk identified.

Audit findings against other risks

In this section we detail our response to the other risks of material misstatement which we identified in the Audit Plan.

Transaction cycle	Description of risk	Work completed	Assurance gained & issues arising
Investment purchases and sales	Investment activity not valid (Valuation gross)	We have undertaken the following work in relation to this risk: • A walkthrough of the controls in place over investments • A review of the reconciliation of information provided by the fund managers, the custodian and the Superannuation Fund's own records and sought explanations for variances	Our audit work has not identified any issues in respect of the risk identified.
Investment values – Level 2 investments (with prices based on observable inputs other than quoted prices)	Valuation is incorrect (Valuation net)	We have undertaken the following work in relation to this risk: • A walkthrough of the controls in place over investments • A review of the reconciliation of information provided by the fund managers, the custodian and the Superannuation Fund's own records and sought explanations for variances	Our audit work has not identified any issues in respect of the risk identified.
Contributions	Recorded contributions not correct (Occurrence)	We have undertaken the following work in relation to this risk: • A walkthrough of the controls in place over contributions • Controls testing over occurrence, completeness and accuracy of contributions • Testing of a sample of contributions to source data to gain assurance over their accuracy and occurrence • Rationalisation of contributions received with reference to changes in member body payrolls and numbers of contributing members to ensure that any unexpected trends are satisfactorily explained	Our audit work has not identified any issues in respect of the risk identified.

Audit findings against other risks (continued)

Transaction cycle	Description of risk	Work completed	Assurance gained & issues arising
Benefits payable	Benefits improperly computed/claims liability understated (Completeness, accuracy and occurrence)	We have undertaken the following work in relation to this risk: • A walkthrough of the controls in place over benefits payable • Controls testing over completeness, accuracy and occurrence of new benefit payments during the year • Testing of a sample of individual pensions in payment by reference to member files • Rationalisation of pensions paid with reference to changes in pensioner numbers and increases applied in the year to ensure that any unusual trends are satisfactorily explained	Our audit work has not identified any issues in respect of the risk identified.
Member Data	Member data not correct. (Rights and Obligations)	We have undertaken the following work in relation to this risk: • A walkthrough of the controls in place over member data • Controls testing over annual/monthly reconciliations and verifications with individual members • Sample testing of changes to member data made during the year to source documentation	Our audit work has not identified any issues in respect of the risk identified.

New issues and risks identified during the course of the audit

This section provides commentary on new issues and risks which were identified during the course of the audit and were not previously communicated in the Audit Plan

	Issue	Commentary
1.	**Reallocation of funds to new fund manager** During 2014/15 you appointed a new fund manager (Woodford) and subsequently committed in excess of £200m during the year. The market value of these assets was £216m per the draft accounts. As a non-routine transaction (due to its infrequency and size), there was an increased risk of asset misappropriation.	**We have undertaken the following procedures in response to this risk:** • We have identified the controls put in place by management to ensure there was no misappropriation of assets in the course of the withdrawal of funds from a previous fund manager and the £200m initial investment in Woodford. • We also assessed whether these controls were implemented as expected and whether they were sufficient to mitigate the risk of material misstatement. **We have also undertaken a series of substantive procedures specifically to address this risk, comprising:** • Agreement of the investment balances to year end valuation reports provided by the fund managers • Review and testing of the year end reconciliation of investment assets held by the custodian with the reports provided by the fund managers. Our audit work has not identified any issues in respect of the risk identified. .

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Accounting policies, estimates & judgements

In this section we report on our consideration of accounting policies, in particular revenue recognition policies, and key estimates and judgements made and included with the Fund's financial statements.

Accounting area	Summary of policy	Comments	Assessment
Revenue recognition	The financial statements include policies for recognition of the following: • Investment income • Contribution income • Transfers in to the scheme Revenue for the first two categories is recognised on an accruals basis, whilst for the third category it is recognised on a cash basis, with the exception of bulk transfers, which are accounted for on an accruals basis in accordance with the terms of the transfer agreement.	Review of your policies for revenue recognition confirms they are in line with the requirements of the CIPFA Code of Practice and cover all the expected areas in accordance with the Fund's activities. Our testing has confirmed that these policies have been correctly and consistently applied.	
Estimates and judgements	Key estimates and judgements include: • Valuation of private equity and infrastructure investments • Present value of future retirement benefits	Our review of your key judgements disclosed in the draft financial statements has confirmed they are complete in accordance with our understanding of the Fund. Our testing has confirmed that the accounting policies in relation to these areas are in accordance with the CIPFA Code of Practice and have been correctly and consistently applied.	

Assessment

- Marginal accounting policy which could potentially attract attention from regulators
- Accounting policy appropriate but scope for improved disclosure
- Accounting policy appropriate and disclosures sufficient

Accounting policies, estimates & judgements continued

Accounting area	Summary of policy	Comments	Assessment
Other accounting policies	We have reviewed the Fund's policies against the requirements of the CIPFA Code and accounting standards.	We have agreed with management to include an accounting policy on contingent liabilities in the revised financial statements. Our review of accounting policies has not highlighted any other issues which we wish to bring to your attention.	● (amber)

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Assessment

- ● Marginal accounting policy which could potentially attract attention from regulators
- ● Accounting policy appropriate but scope for improved disclosure
- ● Accounting policy appropriate and disclosures sufficient

Other communication requirements

We set out below details of other matters which we are required by auditing standards to communicate to those charged with governance.

	Issue	Commentary
1.	**Matters in relation to fraud**	• We have previously discussed the risk of fraud with the Governance and Audit Committee and have not been made aware of any incidents in the period and no other issues have been identified during the course of our audit.
2.	**Matters in relation to laws and regulations**	• We are not aware of any significant incidences of non-compliance with relevant laws and regulations.
3.	**Written representations**	• A letter of representation has been requested from the Fund.
4.	**Disclosures**	• Our review found no non-trivial omissions in the financial statements.
5.	**Matters in relation to related parties**	• We are not aware of any related party transactions which have not been disclosed.
6.	**Confirmation requests from third parties**	• We obtained direct confirmations from your fund managers and custodian for investment balances and from your bank for your cash balances (outside of the cash held by your fund managers). All of these requests have been returned with positive confirmation.
7.	**Going concern**	• Our work has not identified any reason to challenge the Fund's decision to prepare the financial statements on a going concern basis.

Internal controls

The purpose of an audit is to express an opinion on the financial statements.

Our audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. We considered and walked through the internal controls for contributions, investments, benefit payments and member data as set out on pages 11-12.

The controls were found to be operating effectively and we have no matters to report to the Governance and Audit Committee.

Adjusted and unadjusted misstatements

We are required to report all non-trivial misstatements to those charged with governance, whether or not the financial statements have been adjusted by management. There were no adjusted or unadjusted misstatements identified as a result of our procedures.

Misclassifications & disclosure changes

The table below provides details of misclassification and disclosure changes identified during the audit which have been made in the final set of financial statements.

	Adjustment type	Value £'000	Account balance	Impact on the financial statements
1	Disclosure	63,700	Note 8 - Payments to and on account of leavers	During the year you had a large bulk transfer out of the scheme to the Greater Manchester Pension Fund. Given its exceptional nature and size, we requested you make a separate disclosure in of this transaction in your revised accounts.
2	Disclosure	n/a	Note 20 – Actuarial Present Value of Promised Retirement Benefits	The version of this note in the draft financial statements did not include prior year comparators for each of the fair value of scheme assets and net liability of the Fund as at the year-end date. This has been corrected in the revised version of the accounts.
	Disclosure	n/a	Note 24 - Related Party Transactions	To ensure compliance with the CIPFA Code of Practice, you have included the appropriate key management personnel of the pension fund and referenced to disclosure of officer remuneration in the local authority financial statements in the revised version of this note.
4	Disclosure	12,300	Note 25 – Contingent Liabilities and Contractual Commitments	Our testing identified an outstanding commitment at year end with one of your fund managers of which you were aware, but which was inadvertently omitted from the draft financial statements.

Section 3: Fees, non-audit services and independence

 | Kent Superannuation Fund Audit Findings Report 2014/15

Fees, non-audit services and independence

We confirm below our final fees charged for the audit and confirm there were no fees for the provision of non-audit services.

Fees

	Per Audit plan £	Actual fees £
Pension fund scale fee	30,568	30,568
Total audit fees	**30,568**	**30,568**

Independence and ethics

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Financial Reporting Council's Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

We confirm that we have implemented policies and procedures to meet the requirements of the Auditing Practices Board's Ethical Standards.

Section 4: Communication of audit matters

Communication of audit matters to those charged with governance

International Standard on Auditing ISA (UK&) 260, as well as other (UK&I) ISAs, prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

The Audit Plan outlined our audit strategy and plan to deliver the audit, while this Audit Findings report presents the key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

Respective responsibilities

The Audit Findings Report has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission (www.audit-commission.gov.uk).

We have been appointed as the Council's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice issued by the Audit Commission and includes nationally prescribed and locally determined work. Our work considers the Fund's key risks when reaching our conclusions under the Code of Audit Practice.

It is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Council is fulfilling these responsibilities.

Our communication plan	Audit Plan	Audit Findings
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issues arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence. Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged Details of safeguards applied to threats to independence	✓	✓
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Compliance with laws and regulations		✓
Expected auditor's report		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern		✓

Appendices

Appendix A: Audit opinion – pension fund financial statements

We anticipate we will provide the Council with an unmodified audit report on the Pension Fund.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KENT COUNTY COUNCIL

We have audited the pension fund financial statements of Kent County Council for the year ended 31 March 2015 under the Audit Commission Act 1998. The pension fund financial statements comprise the Fund Account, the Net Assets Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15.

This report is made solely to the members of Kent County Council, as a body, in accordance with Part II of the Audit Commission Act 1998 and as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Corporate Director of Finance and Procurement and auditor

As explained more fully in the Statement of Responsibilities of the Corporate Director of Finance and Procurement, the Corporate Director of Finance and Procurement is responsible for the preparation of the Authority's Statement of Accounts, which include the pension fund financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the pension fund financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards also require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the pension fund financial statements

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

Opinion on the pension fund financial statements

In our opinion the pension fund's financial statements:
give a true and fair view of the financial transactions of the pension fund during the year ended 31 March 2015 and of the amount and disposition of the fund's assets and liabilities as at 31 March 2015 and
have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15 and applicable law.

Opinion on other matters

In our opinion, the information given in the foreword for the financial year for which the pension fund financial statements are prepared is consistent with the pension fund financial statements.

Emily Hill
for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Grant Thornton House
Melton Street
London
NW1 2EP

23 July 2015

Appendix B: Audit opinion – pension fund annual report

We anticipate that we will provide the Fund with an unmodified opinion for the pension fund annual report.

INDEPENDENT AUDITOR'S STATEMENT TO THE MEMBERS OF KENT COUNTY COUNCIL ON THE PENSION FUND FINANCIAL STATEMENTS INCLUDED IN THE PENSION FUND ANNUAL REPORT

We have examined the pension fund financial statements for the year ended 31 March 2015, which comprise the Fund Account, the Net Assets Statement and the related notes.

This report is made solely to the members of Kent County Council in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. Our work has been undertaken so that we might state to the members of the authority those matters we are required to state to them in an auditor's statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's Members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Corporate Director of Finance and auditor

As explained more fully in the Statement of Responsibilities of the Corporate Director of Finance and Procurement, the Corporate Director of Finance and Procurement is responsible for the preparation of the superannuation fund financial statements, in accordance with applicable United Kingdom law.

Our responsibility is to state to you our opinion on the consistency of the pension fund financial statements included in the pension fund annual report with the pension fund financial statements included in the Statement of Accounts of Kent County Council, and its compliance with applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15.

In addition we read the other information contained in the pension fund annual report and consider the implications for our statement if we become aware of any apparent misstatements or material inconsistencies with the pension fund financial statements. The other information consists of the Introduction and Overview, Investments, Administration, Actuary Report, Funding Strategy Statement, Statement of Investment Principles, Governance Compliance Statement and the Communications Policy Statement.

We conducted our work in accordance with guidance issued by the Audit Commission. Our report on the administering authority's annual Statement of Accounts describes the basis of our opinion on those financial statements.

Opinion

In our opinion, the pension fund financial statements are consistent with the pension fund financial statements included within the annual Statement of Accounts of Kent County Council for the year ended 31 March 2015 and comply with applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15.

Grant Thornton UK LLP
Chartered Accountants
Grant Thornton House
Melton Street
London
NW1 2EP

23 July 2015

grant-thornton.co.uk

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By:	John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement Andy Wood, Corporate Director of Finance and Procurement
To:	Governance and Audit Committee – 23rd July 2015
Subject:	**External Audit – Planned Audit Fee 2015/16**
Classification:	Unrestricted

Summary: This paper sets the scale and scope of external audit fees for 2015/16
.

FOR ASSURANCE

Introduction and background

1. Grant Thornton, as External Auditor to the Council, is required to report the scale fee and billing schedule for the Council as well as the audit of the Pension Fund. Ths includes work on auditing the financial statements through to value for money arrangements.
2. The scale fee has been influenced by procurement exercises run by the former Audit Commission such that the total fee for 2015/16 is estimated to be £155,925, a reduction of £51,975 compared to the previous year.

Recommendations

3. Members of the Governance and Audit Committee are asked to:note the planned audit fees for 2015/16

Robert Patterson
Head of Internal Audit (Ext: 416554)

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Grant Thornton

David Cockburn
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23 April 2015

Dear David,

Planned audit fee for 2015/16

Before it closed on 31 March 2015, the Audit Commission was asked to set the scale fees for audits for 2015/16. The Commission published its work programme and scales of fees for 2015/16 at the end of March 2015. In this letter we set out details of your audit fee along with the scope and timing of our work and details of our team.

Scale fee

The Audit Commission defines the scale audit fee as "the fee required by auditors to carry out the work necessary to meet their statutory responsibilities in accordance with the Code of Audit Practice. It represents the best estimate of the fee required to complete an audit where the audited body has no significant audit risks and it has in place a sound control environment that ensures the auditor is provided with complete and materially accurate financial statements with supporting working papers within agreed timeframes."

Your scale fee for 2015/16 has been set by the Audit Commission at £155,925, which compares to the audit fee of £207,900 for 2014/15. The 25% reduction in fees has been enabled by the procurement exercises run by the Commission across both the Local Government and Health sectors.

After the Commission's closure, the 2015/16 work programme and fees will be accessible from the archived Audit Commission website from the National Archives http://webarchive.nationalarchives.gov.uk/*/http:/www.audit-commission.gov.uk/ and on the Public Sector Audit Appointments PSAA website psaa.co.uk

The audit planning process for 2015/16, including the risk assessment, will continue as the year progresses and fees will be reviewed and updated as necessary as our work progresses.

Scope of the audit fee

The scale fee covers:

- our audit of your financial statements
- our work to reach a conclusion on the economy, efficiency and effectiveness in your use of resources (the value for money conclusion)
- our work on your whole of government accounts return.

Value for Money conclusion

Under the Audit Commission Act, we must be satisfied that you have adequate arrangements in place to secure economy, efficiency and effectiveness in its use of resources, focusing on the arrangements for:

- securing financial resilience; and
- prioritising resources within tighter budgets.

We undertake a risk assessment to identify any significant risks which we will need to address before reaching our value for money conclusion. We will assess your financial resilience as part of our work on the VfM conclusion and provide feedback in our Audit Findings Report.

Pension Fund audit

The Audit Commission has established a scale of fees for pension fund audits based on a fixed element with uplift based on the percentage of net assets. The scale fee for the audit of the pension fund remains at £30,568. Our work on the pension fund will be undertaken in June 2016 by our specialist pension fund audit team.

Billing schedule

Fees will be billed as follows:

Main Audit fee	£
September 2015	38,981
December 2015	38,981
March 2016	38,981
June 2016	38,982
Total	**155,925**

Pension Fund audit	
March 2016	30,568

Outline audit timetable

We will undertake our audit planning and interim audit procedures between November 2015 and March 2016. Upon completion of this phase of our work we will issue a detailed audit plan setting out our findings and details of our audit approach. Our final accounts audit and work on the VfM conclusion will be completed in June to July 2016 and work on the whole of government accounts return in September 2016.

Phase of work	Timing	Outputs	Comments
Audit planning and interim audit	November 2015-March 2016	Audit plan	The plan summarises the findings of our audit planning and our approach to the audit of your accounts and VfM.

Final accounts audit	June to July 2016	Audit Findings (Report to those charged with governance)	This report sets out the findings from our accounts audit and VfM work for the consideration of those charged with governance.
Value for Money (VfM) conclusion	Jan to July 2016	Audit Findings (Report to those charged with governance)	This report sets out the detailed findings from our VfM work for the consideration of those charged with governance.
Whole of Government Accounts (WGA)	September 2016	Opinion on the WGA return	This work will be completed alongside the accounts audit.
Annual audit letter	October 2016	Annual audit letter	The letter will summarise the findings of all aspects of our work.

Our team

The key members of the audit team for 2015/16 are:

	Name	Phone Number	E-mail
Engagement Lead	Paul Hughes	020 7728 2256	paul.hughes@uk.gt.com
Engagement Manager	Nicholas White	020 7728 3357	nicholas.j.white@uk.gt.com
Pensions Audit Manager	Tom Ball	020 7728 3009	thomas.ball@uk.gt.com
In Charge Auditor	Stephen Richards	020 7728 3340	stephen.j.richards@uk.gt.com

Additional work

The scale fee excludes any work you may request that we may agree to undertake outside of our Code audit. Each additional piece of work will be separately agreed and a detailed project specification and fee agreed with you.

Quality assurance

We are committed to providing you with a high quality service. If you are in any way dissatisfied, or would like to discuss how we can improve our service, please contact me in the first instance. Alternatively you may wish to contact Paul Dossett our Public Sector Assurance regional lead partner (paul.dossett@uk.gt.com).

Yours sincerely

Paul Hughes

Engagement Lead

For Grant Thornton UK LLP

By:	Deputy Leader and Cabinet Member for Finance and Procurement – John Simmonds Corporate Director of Finance and Procurement – Andy Wood
To:	Governance and Audit Committee – 23 July 2015
Subject:	DRAFT STATEMENT OF ACCOUNTS 2014-15
Classification:	Unrestricted

Summary: This report asks Members to consider and approve the draft Statement of Accounts for 2014-15.

FOR DECISION AND APPROVAL

---

1. INTRODUCTION

1.1 The draft Statement of Accounts of the County Council for 2014-15 follows this report. The Accounts and Audit Regulations 2011 state that;

…no later than 30th September in the year immediately following the end of the year to which the statement relates
i) consider either by way of a Committee or by the Members meeting as a whole the Statement of Accounts;
ii) following that consideration, approve the Statement of Accounts by a resolution of that Committee or meeting;
iii) following approval, ensure that the Statement of Accounts is signed and dated by the person presiding at the Committee or meeting at which that approval was given;

1.2 The audit is now complete and we therefore recommend that the Accounts are finalised and signed today, as this will free up finance staff to move forward with new year tasks and projects. The Auditors have given an unqualified opinion.

1.3 Letters of Representation are provided in connection with the audits of the financial statements for the Council and the Kent Superannuation Fund; and these are required to be formally minuted by the Committee that they are approved.

1.4 Members are encouraged to scrutinise these Accounts and ask questions.

1.5 If any Member of this Committee has any questions in relation to these Accounts, then they can be raised prior to the meeting of the Committee with Emma Feakins, Chief Accountant, who will be happy to meet with any

Member or group of Members to give a more detailed explanation of these Accounts. Alternatively, questions can of course be asked at this meeting.

2. STATEMENT OF ACCOUNTS - CONTENTS

2.1 The content and format of the Accounts is as prescribed in the Accounting Code of Practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and is known as the Code.

2.2 The Statement of Accounts for 2014-15 is prepared on an International Financial Reporting Standards (IFRS) basis.

2.3 The remainder of Section 2 of this report highlights the key facts, figures and issues from the attached draft Accounts.

Foreword Pages 3-12

2.4 The foreword provides clarification on the relationship between the Statement of Accounts and other financial information that the Council reports on externally. For 2014-15 the foreword has been expanded to provide more information including the funding strategy applied during 2014-15 and the direction of travel for 2015-16 onwards.

2.5 The details of the revenue outturn are shown on Pages 7 and 9. This shows an underspend of £11m against the non-schools budgets. Details of underspends within the directorates have been detailed in the monitoring reports throughout the year and were reported in the Final Outturn report which went to Cabinet on 6 July.

2.6 The level of general revenue reserves has increased by £3m and the balance stands at £34.7m. This is deemed to be an acceptable level of general reserves based on the current budget, and the Council's identified risks, by the Corporate Director of Finance and Procurement.

2.7 Capital expenditure excluding that incurred by schools under devolved arrangements was £73.705m less than the latest revised cash limits. Of this, £72.621m reflects re-phasing of capital expenditure plans across all services and -£1.084m was due to variations on a small number of projects. These unspent capital resources will be carried forward into 2015-16 and beyond in order to accommodate the revised profiles of capital expenditure.

2.8 The 2014-15 IAS 19 report shows an increase in the Pensions Reserve deficit of £296m. The Council needs to ensure that it is able to receive dividends from Commercial Services unhindered by the pension's liability and therefore this is included in our accounts. This approach has been agreed between all parties and our external auditors. A significant amount of advice and research was undertaken before implementing this change and it is consistent with the treatment adopted by other local authorities in a similar position. The total pension reserve deficit is £317m. See Paragraph 2.17 for more information.

Statement of Responsibilities Page 13

2.9 This statement sets out the respective responsibilities of the Authority and the Corporate Director of Finance and Procurement in relation to the production of the final accounts.

<u>Financial Statements Pages 14-19</u>

Movement in Reserves Statement (MiRS)

2.10 This statement shows the movement in the year on the different reserves held by the Council, analysed into ‘usable reserves’ (i.e. those that can be applied to fund expenditure or reduce local taxation) and unusable reserves. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Council’s services, more details of which are shown in the Comprehensive Income and Expenditure Statement. Usable reserves have decreased by £24m in 2014-15. The main movements are:

	£m
Unapplied Capital Grants, reflecting re-phasing of the projects these grants are funding	31
Capital Receipt Reserve	11
General Fund	-3
Schools Reserves	-8
Responding to Government Deficit Reduction Reserve, to support the further transformation of services.	-11
Total of major movements in usable reserves	**20**

2.11 The MiRS is a summary of the changes that have taken place in the bottom half of the Balance Sheet over the financial year. It does this by analysing:

i) The increase or decrease in the net worth of the authority as a result of incurring expenses and generating income.

ii) The increase or decrease in the net worth of the authority as a result of movements in the fair value of its assets.

iii) Movements between reserves to increase or reduce the resources available to the authority according to statutory provisions.

Comprehensive Income and Expenditure Statement

2.12 The Comprehensive Income and Expenditure Statement (CIES) consolidates all the gains and losses experienced by an authority during the financial year. As authorities do not have any equity in their Balance Sheets, these gains and losses should reconcile to the overall movement in net worth.

2.13 The CIES has two sections:

i) Surplus or Deficit on the Provision of Services – the increase or decrease in the net worth of the authority as a result of incurring expenses and generating income.

ii) Other Comprehensive Income and Expenditure – shows any changes in net worth which have not been reflected in the Surplus or Deficit on the Provision of Services. Examples include the increase or decrease in the net worth of the authority as a result of movements in the fair value of its assets and actuarial gains or losses on pension assets and liabilities.

Balance Sheet

2.14 The Balance Sheet summarises the Council's financial position at 31 March each year. In its top half it contains the assets and liabilities that it holds or has accrued with other parties. As local authorities do not have equity, the bottom half is comprised of reserves that show the disposition of an authority's net worth, falling into two categories:

i) Usable Reserves, which include the revenue and capital resources available to meet future expenditure (e.g. the General Fund Balance and the Capital Receipts Reserve), and

ii) Unusable Reserves, which include:
unrealised gains and losses, particularly in relation to the revaluation of property, plant and equipment (e.g. the Revaluation Reserve);
adjustment accounts that absorb the difference between the outcome of applying proper accounting practices and the requirements of statutory arrangements for funding expenditure (e.g. the Capital Adjustment Account and the Pensions Reserve).

2.15 Property, Plant & Equipment has increased by £85m. The majority of this increase relates to revaluation movements (+£142m) and net capital additions (+£121m). These increases are offset by the annual depreciation charge (-£136m) and disposals (-£38m) which included £24m due to schools transferring to academy status.

2.16 Long-term investments have increased by £96.5m. £95.3m is for bonds and pooled fund deposits which mature after 12 months and £1.2m relates to equity investments.

2.17 Long term liabilities have increased by £297m. £317m of this is due to an increase in the liability related to defined benefit pensions schemes under IAS 19 reporting. The note to explain the increase can be found in Note 36 on page 93 of the Accounts. This increase is offset by a decrease of £31.2m of Long Term Borrowing and a decrease in PFI lease liabilities of £5m. Note 37 explains the breakdown of borrowing and can be found on page 99 of the Accounts.

2.18 Our net worth has decreased from £74m to -£101.1m. This is primarily due to the increase in the pensions liability explained in paragraph 2.17 and page 93 of the Accounts.

Cash Flow Statement

2.19 This statement summarises the changes in cash and cash equivalents by classifying cash flows as operating, investing and financing activities. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value and they account for £101.1m of the £102.8m on the balance sheet.

Significant Notes to the Accounts pages 20-110

Adjustments between accounting basis and funding basis under regulations

2.20 This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure. It also supports the line in the MIRS and provides more detail on how this is split across usable and unusable reserves.

Officers Remuneration

2.21 Note 6 on pages 25-34 provides details of officers' remuneration over £50,000 and details on exit packages in bands of £20,000 split between compulsory redundancy and other departures.

Deposits in Icelandic banks

2.22 Note 8 on page 35 sets out the latest schedule of anticipated timings of repayments in relation to the Icelandic banks. Under regulations we have had to write the net impairment charge of £1.1m to the general fund. This was £0.7m of impairment plus £0.4m of accrued interest. The forecast recovery from Heritable has now increased from 98% to 100% and we expect a dividend in August/September and a final payment in 2016. Landsbanki (LBI hf) will also recover 100%. So a full recovery of all funds deposited will be achieved.

Property, Plant and Equipment

2.23 Note 15 on pages 43-54 shows the movements on these assets, which have slightly increased in value (relatively) from £2.09bn to £2.17bn.

Reserves

2.24 Details of reserves can be found in the following notes, usable reserves in Note 20 which also include earmarked reserves, unusable reserves in Note 21, and earmarked reserves in Note 22 on pages 75-80. Earmarked reserves have increased by £7.5m; the remainder of usable reserves have decreased by £32m and unusable reserves by £151.3m.

Amounts Reported for Resource Allocation Decisions

2.25 Note 31 on pages 86-89 is also known as the segmental reporting note and is based on our management structure. It shows outturn information reported by directorate which is then reconciled to the cost of services in the Comprehensive Income and Expenditure Statement.

Prior Period Adjustment pages 111 -113

2.26 This is a detailed note of the changes that were made to the financial statements for 2012-13 and 2013-14 as a result of changes to the way the Council accounts for school non-current assets as a result of guidance issued in 2014-15. The impact of these changes is as follows:

	£m
29 Foundation schools and 8 playing fields have been recognised on the Balance Sheet	277.7
4 Voluntary Aided schools and 16 playing fields have been recognised on the Balance Sheet	11.6
37 Voluntary Controlled schools have been derecognised	-22.1
48 Voluntary Controlled schools have been partially derecognised	-61.9
3 Voluntary Aided schools have had their land and/or buildings derecognised	-3.1
The overall impact on the Balance Sheet	**202.2**

Pension Fund Accounts pages 114-139

2.27 Pages 114-139 contain a summarised extract of a more detailed statement produced for the Pension Fund.

Auditor's Report Pages 140-143

2.28 Within the Accounts and Audit Regulations 2011 we are required to open the accounts for public inspection. This enables any member of the public to inspect the Accounts, ask questions and to request copies of related documents where appropriate. The period of inspection for the 2014-15 Accounts commenced on the 15th June and ended on the 10th July.

2.29 The external audit provides an independent opinion as to whether the Statement of Accounts gives a true and fair view of the financial position of Kent County Council at 31 March 2015 and its income and expenditure for the year ended 31 March 2015. The audit started in June and finished 10th July. Following approval of the Accounts by Members, the external auditor will issue their signed opinion. The Accounts are expected to be formally signed today (23rd July), with an unqualified opinion.

Annual Governance Statement Pages 144-155

2.30 The Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions including the management of risk. The Accounts include an Annual Governance Statement on pages 144 to 155 which confirms how the Council has discharged this responsibility, in accordance with the Accounts and Audit regulations 2011. The Statement confirms that, during the financial year 2014-15, overall Corporate Governance arrangements and internal controls in the Authority were in place. The Statement also identifies some governance issues that will be addressed in the current year.

2.31 CIPFA requires that the content of the Annual Governance Statement be approved by the Governance and Audit Committee. In approving the Statement, Members should consider the section headed "Review of Effectiveness", which summarises the assurances used to assess the effectiveness of the Council's governance framework. Members should also take into account the work of the Committee over the last year, any other information of which they are aware, as well as the reports included on this agenda, namely:

- the work of Internal Audit, as summarised in the Annual Report;
- the Treasury Management Annual Report;
- the conclusions from the external auditors.

Glossary

2.32 A glossary of some of the terms used within the Accounts is provided on pages 156-157.

Other Issues

2.33 Each year, our external auditors have to produce an Audit Findings Report setting-out how the audit went operationally, highlighting areas of concern, and listing all errors that they have found in the Accounts that we have decided not to adjust in the final Accounts. The list is known as the Statement of Unadjusted Errors, and the report is formally known as the ISA260. This report is provided at agenda Item 11 of this Committee.

3. RECOMMENDATION

Members are asked to:

3.1 Consider and approve the Statement of Accounts for 2014-15.

3.2 Approval of the Letters of Representation

3.3 Note the recommendations made in the Annual Findings Report.

Emma Feakins
Chief Accountant
Ext: 416082

Cath Head
Head of Financial Management
Ext: 416934

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Euston Square
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Finance and Procurement
Sessions House
County Hall
Maidstone
Kent ME14 1XQ

External Tel: (03000) 416854
Ask for: Andy Wood
Email: andy.wood@kent.gov.uk
Date: 23 July 2015
Our Ref:

Dear Sirs

Kent County Council - Financial Statements for the year ended 31 March 2015

This representation letter is provided in connection with the audit of the financial statements of Kent County Council for the year ended 31 March 2015 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15 and applicable law.

We confirm that to the best of our knowledge and belief having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Statements

i We have fulfilled our responsibilities for the preparation of the financial statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15 ("the Code"); which give a true and fair view in accordance therewith.

ii We have complied with the requirements of all statutory directions affecting the Council and these matters have been appropriately reflected and disclosed in the financial statements.

iii The Council has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There has been no non-compliance with requirements of regulatory authorities that could have a material effect on the financial statements in the event of non-compliance.

iv We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.

v Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

vi We are satisfied that the material judgements used in the preparation of the financial statements are soundly based, in accordance with the Code and adequately disclosed in the financial statements. There are no other material judgements that need to be disclosed.

vii Except as disclosed in the financial statements:

a. there are no unrecorded liabilities, actual or contingent;

b. none of the assets of the Council has been assigned, pledged or mortgaged; and

c. there are no material prior year charges or credits, nor exceptional or non-recurring items requiring separate disclosure.

viii We confirm that we are satisfied that the actuarial assumptions underlying the valuation of pension scheme liabilities for IAS19 Employee Benefits disclosures are consistent with our knowledge. We confirm that all settlements and curtailments have been identified and properly accounted for. We also confirm that all significant post-employment benefits have been identified and properly accounted for.

ix Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of the Code.

x All events subsequent to the date of the financial statements and for which the Code requires adjustment or disclosure have been adjusted or disclosed.

xi Actual or possible litigation and claims have been accounted for and disclosed in accordance with the requirements of the Code.

xii We have considered the adjusted misstatements, and misclassification and disclosures changes schedules included in your Audit Findings Report. The financial statements have been amended for these misstatements, misclassifications and disclosure changes and are free of material misstatements, including omissions.

xiii We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

xiv We believe that the Council's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the Council's needs. We believe that no further disclosures relating to the Council's ability to continue as a going concern need to be made in the financial statements.

Information Provided

xv We have provided you with:

a. access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;

b. additional information that you have requested from us for the purpose of your audit; and

c. unrestricted access to persons within the Council from whom you determined it necessary to obtain audit evidence.

xvi We have communicated to you all deficiencies in internal control of which management is aware.

xvii All transactions have been recorded in the accounting records and are reflected in the financial statements.

xviii We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

xix We have disclosed to you all our knowledge of fraud or suspected fraud affecting the Council involving:

a. management;

b. employees who have significant roles in internal control; or

c. others where the fraud could have a material effect on the financial statements.

xx We have disclosed to you all our knowledge of any allegations of fraud, or suspected fraud, affecting the Council's financial statements communicated by employees, former employees, regulators or others.

xxi We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

xxii We have disclosed to you the identity of all the Council's related parties and all the related party relationships and transactions of which we are aware.

xxiii We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Annual Governance Statement

xxiv We are satisfied that the Annual Governance Statement (AGS) fairly reflects the Council's risk assurance and governance framework and we confirm that we are not aware of any significant risks that are not disclosed within the AGS.

Approval

The approval of this letter of representation was minuted by the Council's Governance and Audit Committee at its meeting on 23 July 2015.

Signed on behalf of the Committee

Andy Wood
Corporate Director Finance and Procurement
23 July 2015

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Treasury & Investments

Sessions House
County Hall
Maidstone, Kent
ME14 1XQ
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Ask for: Alison Mings
Email: alison.mings@kent.gov.uk

23 July 2015

Dear Emily

Kent County Council Superannuation Fund - Financial Statements for the year ended 31 March 2015

This representation letter is provided in connection with your audit of the financial statements of Kent Superannuation Fund ('the Fund') for the year ended 31 March 2015 for the purpose of expressing an opinion as to whether the financial statements show a true and fair view of the financial transactions of the Fund during the year ended 31 March 2015, and of the amount and disposition at that date of its assets and liabilities, in accordance with applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014/15 ('the Code').

We confirm that to the best of our knowledge and belief having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Statements

1. We have fulfilled our responsibilities for the preparation of the financial statements in accordance with proper practices as set out in the Code; which give a true and fair view in accordance therewith, and for keeping records in respect of contributions received in respect of active members.

2. We have complied with the requirements of all statutory directions affecting the Fund and these matters have been appropriately reflected and disclosed in the financial statements.

3. The Council has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There has been no non-compliance with requirements of

regulatory authorities that could have a material effect on the financial statements in the event of non-compliance.

4. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.

5. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

6. We acknowledge our responsibilities for making the accounting estimates included in the financial statements. Where it was necessary to choose between estimation techniques that comply with the Code, we selected the estimation technique considered to be the most appropriate to the Fund's particular circumstances for the purpose of giving a true and fair view. Those estimates reflect our judgement based on our knowledge and experience about past and current events and are also based on our assumptions about conditions we expect to exist and courses of action we expect to take.

7. We are satisfied that the material judgements used in the preparation of the financial statements are soundly based, in accordance with the Code and adequately disclosed in the financial statements. There are no other material judgements that need to be disclosed.

8. Except as disclosed in the financial statements:

   a) there are no unrecorded liabilities, actual or contingent;

   b) none of the assets of the Fund have been assigned, pledged or mortgaged;

   c) there are no material prior year charges or credits, nor exceptional or non-recurring items requiring separate disclosure.

9. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of the Code.

10. Actual or possible litigation and claims have been accounted for and disclosed in accordance with the requirements of the Code.

11. All events subsequent to the date of the financial statements and for which the Code requires adjustment or disclosure have been adjusted or disclosed.

12. We have considered the misclassification and disclosures changes schedules included in your Audit Findings Report. The financial statements have been amended for these changes and are free of material misstatements, including omissions.

13. We believe that the Fund's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the Fund's needs. We believe that no

further disclosures relating to the Fund's ability to continue as a going concern need to be made in the financial statements.

14. We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

Information Provided

15. We have provided you with:

    a) access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;

    b) additional information that you have requested from us for the purpose of your audit; and

    c) unrestricted access to persons from whom you determined it necessary to obtain audit evidence.

16. We have communicated to you all deficiencies in internal control of which management is aware.

17. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

18. All transactions have been recorded in the accounting records and are reflected in the financial statements.

19. We have disclosed to you all our knowledge of fraud or suspected fraud affecting the Fund involving:

    a) management;

    b) employees who have significant roles in internal control; or

    c) others where the fraud could have a material effect on the financial statements.

20. We have disclosed to you all our knowledge of any allegations of fraud, or suspected fraud, affecting the Fund's financial statements communicated by employees, former employees, analysts, regulators or others.

21. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

22. There have been no communications with The Pensions Regulator or other regulatory bodies during the year or subsequently concerning matters of non-

compliance with any legal duty.

23. We are not aware of any reports having been made to The Pensions Regulator by any of our advisors.

24. We have disclosed to you the identity of all the Fund's related parties and all the related party relationships and transactions of which we are aware.

25. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Approval

26. The approval of this letter of representation was minuted by the Council's Governance and Audit Committee at its meeting on 23 July 2015.

Yours sincerely

Andy Wood
Corporate Director of Finance and Procurement
Kent County Council

Contents

Notes to the Accounting Statements index

Foreword

The purpose of this Statement of Accounts (Accounts) is to give electors, those subject to locally levied taxes and charges, Members of the Council, employees and other interested parties clear information on the financial performance for the year 2014-15 and the overall financial position of the Council.

The format of the Statement of Accounts is governed by The Code of Practice on Local Authority Accounting in the United Kingdon (the Code). To make the document as useful as possible to its audience and make more meaningful comparisons between authorities the Code requires:

- all Statements of Accounts to reflect a consistent presentation;
- interpretation and explanation of the Statement of Accounts to be provided; and
- the Statement of Accounts and supporting notes to be written in plain English

The Statement of Accounts comprises various sections and statements, which are briefly explained below:

- Foreword - this provides information on the format of this Statement of Accounts as well as a review of the financial position of the Council for the financial year 2014-15.

- The Statement of Responsibilities - this details the responsibilities of the Council and the Corporate Director of Finance and Procurement concerning the Council's financial affairs and the actual Statement of Accounts.

- The main Accounting Statements, comprise:

~ The Movement in Reserves Statement (MIRS) - this statement shows the movement in the year on the different reserves held by the Council , analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and 'unusable reserves', which are held either for statutory purposes or to comply with proper accounting practice. (see pages 14 and 15)

~ The Comprehensive Income and Expenditure Statement (CIES) - this provides an understanding of the Council's activities. It brings together all the functions of the Council and summarises all of the resources that the Council has generated, consumed and set aside in providing services during the year. (see pages 16 and 17)

~ The Balance Sheet - this statement shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets/liabilities of the Council (assets less liabilities) are matched by the reserves held by the Council. (see page 18)

~ The Cash Flow Statement - this summarises the changes in cash and cash equivalents of the Council during the reporting period. (see page 19)

- Accounting Policies - notes relating to specific accounting statement lines include the corresponding accounting policy. Note 2 - General Accounting Policies details the policies where there are not accompanying notes.

- The Notes to the Accounting Statements provide supporting and explanatory information and are fundamentally important in the presentation of a true and fair view. (See pages 20 to 110)

- The Pension Fund Accounts -the Kent Pension Fund is adminstered by the Council, however, the Pension Fund has to be completely separate from the Council's own finances. (see pages 114 to 139)

- The Independent Auditor's Report to the Council - this is provided by the external auditors, Grant Thornton LLP, following the completion of the annual audit. (see pages 140 to 143)

- The Annual Governance Statement - the Council is required to carry out an annual review of the effectiveness of the systems of internal control and to include a status report with the Statement of Accounts. The Statement explains how the Council has complied with the Code of Corporate Governance during 2014-15. See pages (144 to 155)

- The accounting arrangements of any large organisation such as Kent County Council are complex, as is local government finance. The Accounts are presented as simply as possible, however it is still a very technical document. A glossary of terms is provided to make the Statement of Accounts more understandable for the reader.

Changes to financial reporting requirements and accounting policies

The Code of Practice is based on International Financial Reporting Standards (IFRS), and has been developed by the CIPFA/LASAAC Code Board under the oversight if the Financial Reporting Advisory Board. These Statement of Accounts for 2014-15 are prepared on an IFRS basis.

The Code of Practice on Local Authority Accounting 2014-15 (the Code) highlights fhe following most significant key changes in accounting practice:

• Amendments to IAS 32 Financial Instruments: Presentation (Offsetting Financial Assets and Liabilities), amended application guidance.

• Introduction of the requirements of five new or amended standards, IFRS 10 Consolidated Financial Statements, IFRS 11 Joint Ventures, IFRS 12 Disclosures of Interest in Other Entities, IAS 27 Separate Financial Statements and IAS 28 Investments in Associates and Joint Ventures.

• Amendment to the accounting treatment for Local Authority Schools - the impact of this is an overall increase of £202m in the Balance Sheet and this is outlined in the Prior Period Adjustment on pages 111 to 113.

Financial Report

Setting the Revenue Budget for 2014-15 - the budget strategy

The Council has been in an era of the greatest financial challenge ever faced by local government. Local government and the wider public sectorhas had to realign itself to the fiscal reality and manage spending within the overall income available. The Council has delivered savings of £269m over the period 2011-12 to 2013-14 and plans to deliver savings of a similar magnitude over the next 3 years as part of an unprecedented period of sustained reductions in public spending.

In 2014-15 investments have been made by the Council in a number of essential areas, particularly in services which support the most vulnerable. Demand across a range of services has continued to increase, particularly in children's and adult social care and home to school transport, at the same time as funding from Central Government has been reducing. The Council also has had to offset the impact of inflation on goods and services it purchases and we have needed to continue to invest in capital infrastructure.

The Council's budget strategy revolved around the following:

• **Prevention** - we have moved away from more expensive reactive service provision, that responds once problems have already occurred, to investing in preventative models that not only deliver better outcomes but are also more cost effective. The new council structure has removed overlaps between existing services with improved prevention outcomes. This preventative approach has also required much closer working with health, the voluntary sector, other councils and local communities.

• **Productivity** - we have delivered a step change in the productivity of our services and staff through greater integration around our key client groups and investing in our back office support systems and procedures to release resources to the front line. Service users should have also seen the benefit of improved productivity through much quicker access to services.

• **Procurement** - a key challenge has been to introduce the best business and service practice found across the private sector into the Council - with particular regard to an improvement in how we procure goods and services, not just in regards to how we scale-up contracts, but also how we scale-down contracts to support localism and innovation.

• **Partnership** - the Council does not operate in isolation and to deliver our budget strategy we must have effective partnerships so that prioritisation, productivity and prevention are driven not just within the council but intelligently across all Kent public services. This has not only ensured that there is a strong and shared partnership vision, but increasingly jointly commissioning and integrating services across public services.

Risk Strategy - effective risk management has been essential in ensuring we have been able to deal with the difficult times. The Council need to become less risk averse by managing risks more effectively. Improved links between risk management and the performance management, business planning and business intelligence functions are aimed at ensuring risk management supports the delivery of organisational priorities and objectives.

Foreword

Our revenue and capital Medium Term Financial Plan (MTFP) covered a three year period and is updated annually and council tax and savings targets will be set over a three year period. The budget is presented in a summary format by Directorate, Service Analysis level and Manager Analysis level including delegations to directors. Work developing the revenue and capital MTFP for 2014-15 began during Summer 2013. The budget setting process involved the Corporate Management Team (CMT) and Cabinet, with the budget being taken to County Council at a number of stages for approval. The final budget was approved at County Council in February 2014.

Revenue Strategy

The overall revenue strategy was based on the following key elements:

- Funding estimate
- Spending demands
- Savings and income requirements
- Consultation and engagement

Funding Estimate

The funding estimate was based on a forecast of the funding settlement using the best available information. The forecasting included the impact of the reductions that have arisen from the spending review announcements and where available the provisional and final settlements.

The Government grants included in the funding estimate are all the un-ringfenced allocations that the Council had complete discretion on what they are spent on (ring-fenced specific grants and funding from other departments outside the main settlement are treated as income to offset spending). Funding estimates included Council Tax and the Council's share of business rates.

Our 2014-15 revenue budget income came from these principal sources:

- From Government - Revenue Support Grant, Business Rate Top-up, Business Rate Compensation Grant, New Homes Bonus and specific and other grants.
- From Residents - Council Tax.
- From Business - Local share of Business Rates.
- From Goods and Services - receipts from service users.

The funding estimate for 2014-15 was £940.3m, a reduction of £14m from the 2013-14 budget, details of the funding estimate including 2013-14 budget, for comparator purposes, are detailed in the table below:

	2013-14 Budget £'000	2014-15 Estimate £'000	Movement £'000
Council Tax			
Tax Base (incl previous year tax increase)	509,636	518,787	9,151
Assumed annual increase	0	10,338	10,338
Collection Fund Balance	2,239	4,018	1,779
Local Share of Business Rates			
Business Rates	45,804	46,924	1,120
Business Rates Collection Fund (deficit)	0	-1,236	-1,236
Un-ring fenced grants			
Revenue Support Grant	246,733	213,092	-33,641
Business Rate Top-Up	118,329	120,634	2,305
Business Rate Compensation Grant	0	2,000	2,000
Council Tax Freeze	5,820	0	-5,820
New Homes Bonus	4,473	6,610	2,137
Education Services Grant	20,642	17,000	-3,642
Other Grants	628	2,146	1,518
Total	**954,304**	**940,313**	**-13,991**

• The reduction in the Revenue Support Grant (RSG) was anticipated. The reduction has been netted down by additional funding for specific initiatives and the reduction in baseline funding for local authorities of 13.1%. The local authority baseline was top sliced to fund the growth in New Homes Bonus and the safety net under the local share of business rates. A number of other grants were allocated separately by the Department of Communities and Local Government.

• The Autumn Budget Statement in 2013 announced that business rates would only be increased by 1.95% in 2014-15 (instead of the 3.26% September RPI). The Local Government Finance Settlement included the impact of this lesser increase in the baseline of the retained share of business rates and the business rate top-up. We have been compensated by an additional un-ringfenced grant.

• Council Tax - the final tax base from district councils showed a 1.8% increase over 2013-14. Initial analysis showed that the expected increase was due to a combination of more households being included on the valuation list, larger reductions in discounts and exemptions and improved collection rates. The Council Tax Freeze grant was rolled into the baseline for those authorities taking up the freeze offer.

For residents there has been an increase in the County Council's element of the council tax for 2014-15 up to the 2% referendum limit (1.99%)

Spending Demands

Forecasts for spending demands were based upon a combination of in year monitoring of budgets, and estimates for the impact of anticipated changes over the forthcoming year. The impact of needing to replace one-off actions from reserves and underspends, agreed as part of setting the 2013-14 budget, were also shown as additional spending demand.

The final budget showed £73.3m of additional spending demands in 2014-15, the breakdown of spending demands is as follows:

• £11.5m as a result of pay and price rises.

• £11.3m arising from government legislation decisions including spending associated with specific grants and contributions from government departments.

• £7.8m arising from additional demand and demographic changes.

• £17.8m arising from local decisions.

• £24.9m to replace one-off savings in the previous year.

Savings and Income

Over the past few years the Council has had to make unprecedented levels of savings to offset the impact of reduced government funding and meeting the cost of additional spending demands. This trend has continued throughout the current MTFP and beyond. The final MTFP identified the need for £91.1m of savings and income in 2014-15, the main savings and income generation are as follows:

• £5.1m income generation including an increase in Social Care Charges in line with benefits uplift and increased contribution from Commercial Services.

• £14m increases in Grants and Contributions.

• £27.1m from efficiency savings.

• £36m from Service Reviews, Transformation and Demand Mangement.

• £8.9m from One-Off savings.

Revenue Budget and Outturn

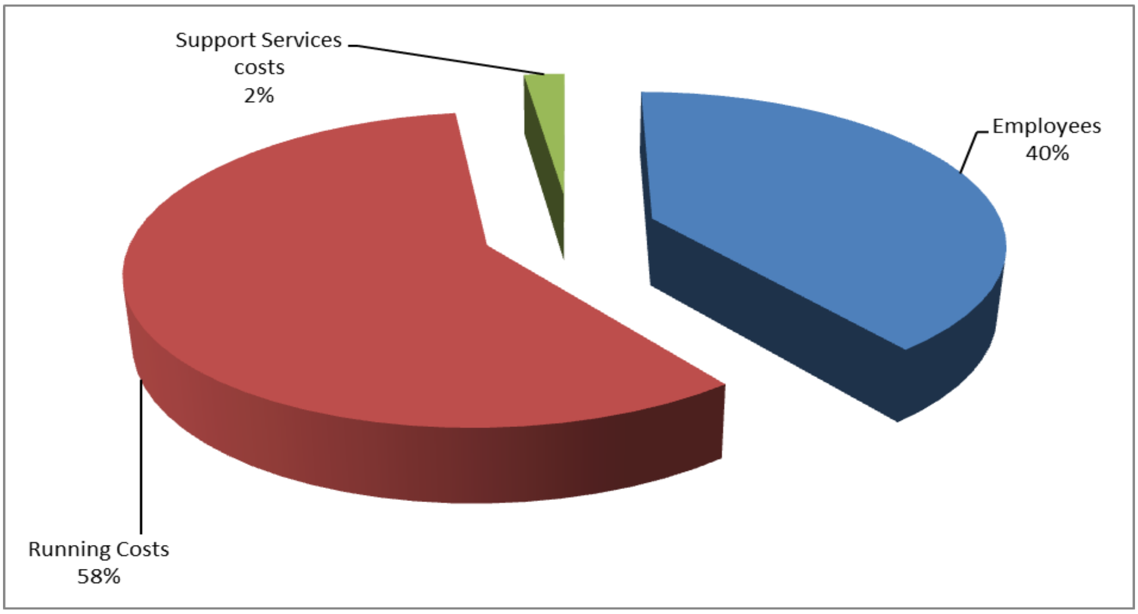
In February 2014 the Council approved a net revenue budget for 2014-15 of £940.313m. In addition £9.865m of 2013-14 underspending was rolled forward and added to the budget. During the year, the Government announced changes to our funding levels of an additional £3.914m, largely one-off, which was also added to the budget. The final outturn position for the year against the revised budget is set out in the table below together with the sources of income from which the Council's net revenue expenditure was financed.

DIRECTORATE	Budget	Outturn	Variance
	£000's	£000's	£000's
Education & Young People	65,938	57,264	-8,674
Social Care, Health & Wellbeing:			
- Specialist Children's Services	127,797	131,310	3,513
- Adult Social Care	338,596	337,189	-1,407
- Public Health	0	0	0
Growth, Environment & Transport	179,972	177,386	-2,586
Strategic & Corporate Services	83,102	81,154	-1,948
Financing Items	158,687	159,215	528
	954,092	943,518	-10,574
Delegated Schools Budgets	0	-1,554	-1,554
	954,092	941,964	-12,128
FUNDED BY:-			
Reserves	-9,865	-9,865	0
Formula Grant	-213,092	-213,092	0
Council Tax	-533,143	-533,143	0
Retained Business Rates	-45,688	-45,982	-294
Business Rate Top Up	-120,634	-120,634	0
Business Rate Compensation Grant	-2,633	-2,633	0
Business Rates Flood Relief Grant	-33	-33	0
Small Business Rate Compensation Grant	-1,478	-1,478	0
New Homes Bonus Grant & Top Up	-6,610	-6,610	0
Education Services Grant	-18,770	-18,811	-41
Local Services Support Grant	-2,146	-2,146	0
Total Funding	-954,092	-954,427	-335
NET OUTTURN POSITION	0	-12,463	-12,463

The net underspending within the directorates of £10.909m (excluding £1.554m delegated schools underspend) has been carried forward and will be added to the 2015-16 budget to support the re-scheduling of projects and to fund County Council and Cabinet decisions affecting the 2015-16 and future year's budgets.

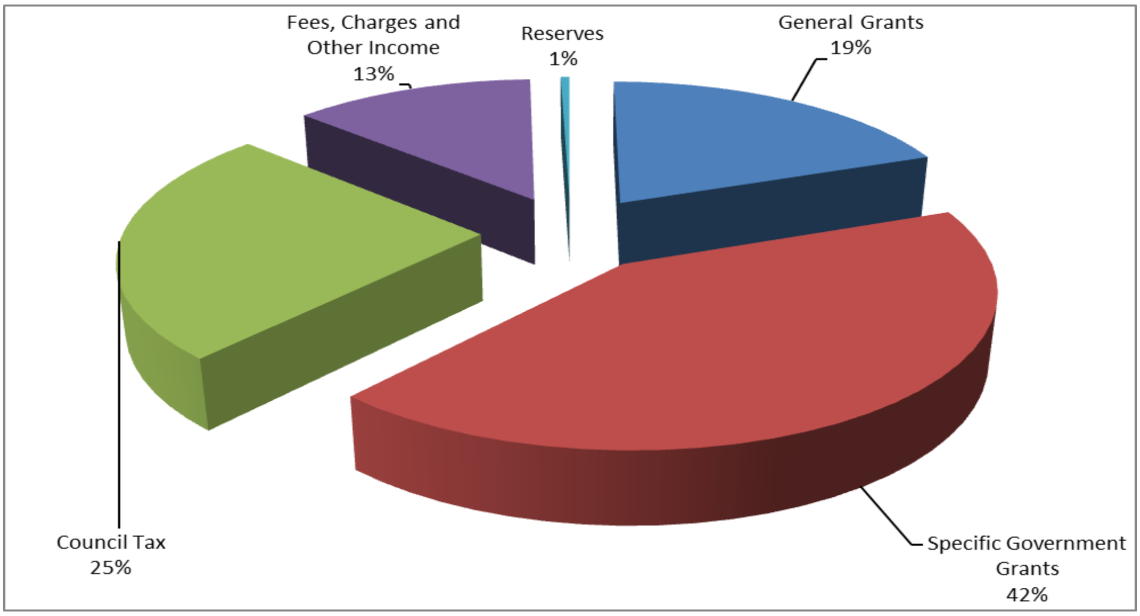
The charts below presents a breakdown of the figures shown in the table above:

What the money is spent on



Employees costs account for 40% (40% in 2013-14) of the Council's expenditure. Running cost including cost of premises, transport, supplies and services and third party payments account for 58% (58% in 2013-14) of the expenditure.

Where the money came from



42% of our income came from Specific Government Grants (41% in 2013-14), 25% of our income came from residents through council tax (24% in 2013-14), 19% of our income came from general grants, including business rates (21% in 2013-14), and 13% of our income came from users of our services (13% in 2013-14)

Schools

In total, schools underspent against their delegated budgets by £2.626m, which has been transferred to school reserves. This includes a £2.332m drawdown from school reserves as a result of 33 schools converting to new style academy status which allows them to take their reserves with them, a £0.038m drawdown due to two school closures and a £4.996m underspend against delegated budgets for the remaining Kent schools. In addition, there was £1.072m of overspending on the unallocated schools budget, largely due to £0.705m for schools broadband; £0.330m revenue contribution to capital for joint funded capital projects with schools in order to keep them warm, safe and dry and other minor variances of £0.037m.

In addition, there is a further movement in the unallocated schools budget reserves of £6.725m as a result of an underspend on Early Years Education of £9.153m due to lower than affordable levels of parental demand, particularly for places for two year olds, partially offset by a net overspend on High Needs Education of £2.428m. Both Early Years and High Needs Education are funded by Dedicated Schools Grant, so any under or overspending must be carried forward, via the unallocated schools budget reserve, in accordance with Government regulations.

Schools reserves, including the unallocated schools budget reserves, have therefore increased by £8.279m in 2014-15, as reflected in note 20 on page 66. Schools now have some £42.440m of revenue reserves and there is £11.569m of unallocated schools budget reserves.

Earmarked Reserves

The financial statements set out the detail and level of the Council's earmarked reserves. Earmarked reserves are an essential tool that allows the Council to manage risk exposure and smooth the impact of major costs. The requirement for financial reserves is acknowledged in statute. Sections 31A, 32, 42A and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement, and regard to LAAP 99: Local Authority Reserves and Balances.

Revenue earmarked reserves are £168.278m and Note 22 on pages 75 to 80 provides an explanation of the purpose of each significant reserve along with the balance held at 31 March 2015. The general reserve position at 31 March 2015 is £34.725m, which is an increase of £3m from the position as at 31 March 2014 recognising our increased financial risk in a climate of reducing Government funding levels and increasing demand for services such as social care.

At 31 March 2015 the Council has earmarked and other capital reserves of £110,989m as shown on page 66.

Certain reserves are held to manage the accounting processes for such items as capital assets, collection fund and retirement benefits and they do not represent usable resources for the Council. The Council also has a number of provisions set aside to meet known liabilities. The main provisions are for insurance claims and redundancies. Provisions held at 31 March 2015 totalled £35.827m, see Note 23 on pages 81 to 82.

The level of the County Council fund is consistent with the overall financial environment and the key financial risks faced by the Council. A thorough review of the reserves was carried out during the 2014-15 budget setting process. Our Corporate Director of Finance and Procurement, who is responsible for setting the level of reserves, has deemed the level to be 'adequate' given the level of risk that we face.

Investments in Iceland

In 2008 the Council had £50.35m of deposits in Icelandic owned banks, including £16m invested on behalf of the Pension Fund and £1.3m on behalf of Kent and Medway Fire Authority. To date £48m has been received back, that includes a 100% recovery from Glitnir and a 100% recovery is now forecast on both Landsbanki and Heritable.

Capital

Capital expenditure is defined as expenditure on purchase, improvement or enhancement of assets, the benefit of which impacts for longer than the year in which the expenditure is incurred. Capital expenditure for the year was £221.845m. The expenditure analysed by portfolio was:-

PORTFOLIO	Revised Budget £'000s	Outturn £'000s	Variance £'000s
Education & Young People	96,038	81,673	-14,365
Social Care, Health & Wellbeing:			0
- Specialist Children's Services	1,958	801	-1,157
- Adult Social Care	26,141	5,313	-20,828
- Public Health			0
Growth, Environment & Transport	131,481	101,712	-29,769
Strategic & Corporate Services	25,803	18,217	-7,586
	281,421	207,716	-73,705
Devolved Capital to Schools	7,678	14,129	6,451
TOTAL	289,099	221,845	-67,254

Expenditure excluding that incurred by schools under devolved arrangements was £73.705m less than cash limits. Of this, £72.621m reflected re-phasing of capital expenditure plans across all services and -£1.084m was due to real variations on a small number of projects. These unspent capital resources will be carried forward into 2015-16 and beyond in order to accommodate the revised profiles of capital expenditure.

Capital expenditure incurred directly by schools in 2014-15 was £14.129m.

Details of the financing of capital expenditure are on page 55.

Insurance Fund

IAS 37 Provisions, Contingent Liabilities and Contingent Assets requires that full provision should be made for all known insurance claims.

Based on current estimates of the amount and timing of fund liabilities, the insurance provision at 31 March 2015 is established at a level sufficient to meet all known insurance claims where the likely cost can be estimated and there is reasonable certainty of payment. It is therefore in accordance with the requirements of IAS 37. Details can be found on page 81.

Pension Fund

Local Authorities are required to comply with the disclosure requirements of IAS 19 - Employee Benefits. Under IAS 19, the Council is required to reflect in the primary statements of the Accounts, the assets and liabilities of the Pension Fund attributable to the Council and the cost of pensions. IAS 19 is based upon the principle that the Council should account for retirement benefits when it is committed to give them even though the cash payments may be many years into the future. This commitment is accounted for in the year that an employee earns the right to receive a pension in the future. These disclosures are reflected in the Comprehensive Income and Expenditure Account, the Balance Sheet and the Movement in Reserves Statement.

IAS 19

The 2014-15 IAS 19 report shows that the Kent County Council Pension Fund now has a deficit of £1.325m. This is an increase in the deficit of £296m in year.

Current Borrowing & Capital Resources

All of the borrowing disclosed in the balance sheet relates to the financing of capital expenditure incurred in 2014-15, earlier years and for future years. The balance currently stands at £998m as shown on the balance sheet on page 18. Future capital expenditure will be financed from borrowing, revenue contributions, sale of surplus fixed assets, capital grants and contributions, and relevant funds within earmarked reserves.

East Kent Opportunities

East Kent Opportunities (EKO) is a "Jointly Controlled Operation" and in 2014-15 the transactions and balances of EKO relating to KCC have been incorporated into the financial statements and notes of the Council's Statement of Accounts.

2015-16 onwards

Local authorities in the United Kingdom will continue to keep their accounts in accordance with 'proper practices'. CIPFA/LASAAC continue to consider future changes to IFRS for Local Government, as it reinforces the drive to improve financial reporting and enhance accountability for public money.

The Council's 2015-18 MTFP was approved by County Council on 12 February 2015. The MTFP highlighted that the Council will need to make significant reductions in spending. There will be more rigorous challenge to any additional spending and the Council will need to consider if the spend is unavoidable , what long term benefits will accrue, can it be financed in a different way and ultimately what is affordable.

The Council will look at how it can manage down the demand for Council services, invest in preventative services and continue with the transformation programme so that it can deliver better outcomes at a reduced cost. Some saving will be achieved through efficiency but efficiency savings will not fully meet the financial challenge.

In July 2013, the Council launched 'Facing the Challenge', a 3 year transformation plan. Over £20m of savings from phase 1 of the programme is included in the MTFP for 2015-16 to 2017-18, and we hope and expect to deliver more savings through our market engagement with the private sector, enabling us to adopt the very best practice and a more commercial approach to delivering some of our services.

The Council is moving towards becoming a commissioning authority, and will use best intelligence to decide what is commissioned over the next three years and how. Exploring different options for services from in-house provision, to utilising the commercial sector, to engaging and utilising Kent's voluntary and community sector organisations.

The Council's Stewardship, Responsibilities and Financial Management Policies

The Council is responsible for handling a significant amount of public money. The Council's Financial Regulations must comply with the Constitution and set the control framework for five key areas of activity:

- Financial Planning
- Financial Management
- Risk Management and Control of Resources
- Systems and Procedures
- External Arrangements

The Council needs to ensure that it has sound financial management and procedures in place and that they are adhered to. The Financial Regulations are reviewed annual to reflect changes in structures and working practices; and to ensure our regulations reflect current best practice and strengthen areas where there were known gaps. The regulations provide clarity about the accountability of the following:

- Cabinet
- Members
- the Monitoring Officer
- the Chief Finance Officer (Corporate Director of Finance and Procurement)
- Corporate Directors

Further information about the Accounts can be obtained from Emma Feakins, Chief Accountant.

Telephone Maidstone (03000) 416082 or e-mail emma.feakins@kent.gov.uk.

Statement of Responsibilities for the Statement of Accounts

The Council's Responsibilities

The Council is required:

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

I confirm that these Accounts were approved by the Governance and Audit Committee at its meeting on 23 July 2015 on behalf of Kent County Council and have been re-signed as authorisation to issue.

Councillor Richard Long
Chairman of the Governance and Audit Committee

The Corporate Director of Finance and Procurement's Responsibilities

The Corporate Director of Finance & Procurement 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 Council Accounting in the United Kingdom (the Code), and is required to give a true and fair view of the financial position of the Council at the accounting date and its income and expenditure for the year ended 31 March 2015.

In preparing this Statement of Accounts the Corporate Director of Finance and Procurement has:

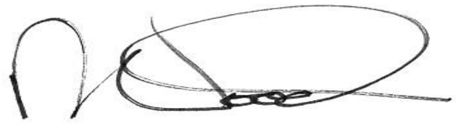
- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent; and
- complied with the Code.

The Corporate Director of Finance and Procurement 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.

I confirm that these accounts give a true and fair view of the financial position of the Council at the reporting date and its income and expenditure for the year ended 31 March 2015.

Certificate of the Corporate Director of Finance and Procurement



Andy Wood
Corporate Director of Finance and Procurement
14 July 2015

Movement in Reserves Statement

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

	Year ended 31 March 2014 (Restated)				
	General Fund Balance	Earmarked GF Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves
	£'000	£'000	£'000	£'000	£'000
Balance at 31 March 2013	**-31,725**	**-212,828**	**-33,582**	**-107,521**	**-385,656**
Movement in reserves during 2013-14					
Surplus or (Deficit) on Provision of Services	119,180				**119,180**
Other Comprehensive Expenditure and Income					**0**
Total Comprehensive Expenditure & Income	**119,180**	**0**	**0**	**0**	**119,180**
Adjustments between accounting basis & funding basis under regulations - Note 10	-116,405		-1,125	-11,446	**-128,976**
Net increase/Decrease before Transfers to Earmarked Reserves	**2,775**	**0**	**-1,125**	**-11,446**	**-9,796**
Transfers to/from Earmarked Reserves (total of *s on Note 20)	-2,775	2,775			**0**
Increase/Decrease (movement) in Year	**0**	**2,775**	**-1,125**	**-11,446**	**-9,796**
	Year ended 31 March 2015				
Balance at 31 March 2014 carried forward	**-31,725**	**-210,053**	**-34,707**	**-118,967**	**-395,452**
Movement in reserves during 2014-15					
Surplus or (Deficit) on Provision of Services	27,848				**27,848**
Other Comprehensive Expenditure and Income					**0**
Total Comprehensive Expenditure & Income	**27,848**	**0**	**0**	**0**	**27,848**
Adjustments between accounting basis & funding basis under regulations - Note 10	-46,031		11,478	31,207	**-3,346**
Net increase/Decrease before Transfers to Earmarked Reserves	**-18,183**	**0**	**11,478**	**31,207**	**24,502**
Transfers to/from Earmarked Reserves (total of *s on Note 20)	15,183	-15,183			**0**
Increase/Decrease (movement) in Year	**-3,000**	**-15,183**	**11,478**	**31,207**	**24,502**
Balance at 31 March 2015 carried forward	**-34,725**	**-225,236**	**-23,229**	**-87,760**	**-370,950**

Movement in Reserves Statement

	Year ended 31 March 2014		
	Total Usable Reserves	Unusable reserves	Total Council Reserves
	£'000	£'000	£'000
Balance at 31 March 2013	**-385,656**	**126,466**	**-259,190**
Movement in Reserves during 2013-14			
Surplus or (Deficit) on Provision of Services	119,180		119,180
Other Comprehensive Expenditure and Income (total of *'s on CIES)		65,337	65,337
Total Comprehensive Expenditure and Income	**119,180**	**65,337**	**184,517**
Adjustments between accounting basis & funding basis under regulations	-128,976	128,976	0
Net increase/Decrease before Transfers to Earmarked Reserves	**-9,796**	**194,313**	**184,517**
Transfers to/from Earmarked Reserves (total of *s on Note 20)	0	0	0
Increase/Decrease (movement) in Year	**-9,796**	**194,313**	**184,517**
	Year ended 31 March 2015		
Balance at 31 March 2014 carried forward	**-395,452**	**320,779**	**-74,673**
Movement in reserves during 2014-15			
Surplus or (Deficit) on Provision of Services	27,848		27,848
Other Comprehensive Expenditure and Income (total of *'s on CIES)		147,921	147,921
Total Comprehensive Expenditure & Income	**27,848**	**147,921**	**175,769**
Adjustments between accounting basis & funding basis under regulations	-3,346	3,346	0
	24,502	**151,267**	**175,769**
Transfers to/from Earmarked Reserves (total of *s on Note 20)	0	0	0
Increase/Decrease (movement) in Year	**24,502**	**151,267**	**175,769**
Balance at 31 March 2015 carried forward	**-370,950**	**472,046**	**101,096**

Comprehensive Income and Expenditure Statement

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes transactions measuring the value of fixed assets consumed i.e. depreciation and the real projected value of retirement benefits earned by employees in the year.

Service	Notes	Year ended 31 March 2015 Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
Cultural and Related Services		44,350	9,648	34,702
Environmental and Regulatory Services		86,014	8,110	77,904
Planning Services		36,720	9,656	27,064
Central Services to the public		3,381	986	2,395
Children's and Education Services		1,198,612	948,611	250,001
Highways and Transport Services		170,772	20,406	150,366
Adult Social Care		473,112	117,182	355,930
Public Health		64,636	63,256	1,380
Corporate and Democratic Core		41,249	24,851	16,398
Non Distributed Costs		21,327	11,640	9,687
Cost of Services		**2,140,173**	**1,214,346**	**925,827**
Other operating Expenditure	**11**			32,815
Net Surplus on trading accounts	**32**			-5,525
Financing and Investment Inc and Exp	**12**			110,450
Taxation and Non Specific Grant Income	**13**			-1,035,719
(Surplus) or deficit on Provision of Services				**27,848**
(Surplus)/deficit arising on revaluation of non current assets			*	-121,651
Remeasurement of the net defined benefit liability			*	270,199
(Surplus)/deficit on revaluation of available for sale financial assets			*	-627
Other Comprehensive Income and Expenditure				**147,921**
Total Comprehensive Income and Expenditure				**175,769**

Comprehensive Income and Expenditure Statement

	Notes	Restated Year ended 31 March 2014		
		Gross Expenditure	**Gross Income**	**Net Expenditure**
Service		**£'000**	**£'000**	**£'000**
Cultural and Related Services		48,577	10,262	38,315
Environmental and Regulatory Services		93,090	17,311	75,779
Planning Services		19,651	4,243	15,408
Central Services to the public		2,758	577	2,181
Children's and Education Services		1,336,391	994,786	341,605
Highways and Transport Services		176,777	24,599	152,178
Adult Social Care		501,855	119,695	382,160
Public Health		53,701	54,193	-492
Corporate and Democratic Core		41,439	24,969	16,470
Non Distributed Costs		18,860	24,030	-5,170
Cost of Services		**2,293,099**	**1,274,665**	**1,018,434**
Other operating Expenditure	**11**			69,794
Net Surplus on trading accounts	**32**			-6,755
Financing and Investment Inc and Exp	**12**			93,937
Taxation and Non Specific Grant Income	**13**			-1,056,230
(Surplus) or deficit on Provision of Services				**119,180**
(Surplus)/deficit arising on revaluation of non current assets			*	-53,904
Remeasurement of the net defined benefit liability			*	120,217
(Surplus)/deficit on revaluation of available for sale financial assets			*	-976
Other Comprehensive Income and Expenditure				**65,337**
Total Comprehensive Income and Expenditure				**184,517**

Balance Sheet

The County Fund Balance Sheet shows the financial position of Kent County Council as a whole at the end of the year. Balances on all accounts are brought together and items that reflect internal transactions are eliminated.

When an authority applies a change in accounting policy retrospectively or makes a restrospective restatement, or when it reclassifies items the Code requires that the authority presents an additional Balance Sheet as the beginning of the preceding period (a third Balance Sheet) where those adjustments have a material effect on the information in the third Balance Sheet

As a result of guidance issued in 2014-15 we are required to change how the Council accounts for school land and buildings, the changes require a third Balance Sheet to be completed.

		31 March 2015		31 March 14 Restated	1 April 13
	Notes	**£'000**	**£'000**	**£'000**	**£'000**
Property Plant & Equipment	**15**	2,177,037		2,092,704	2,219,056
Heritage Assets	**18**	7,375		7,134	6,637
Investment Property		34,151		33,956	22,322
Intangible assets		5,838		3,694	2,899
Long-term investments	**37**	118,700		22,194	0
Long-term debtors	**24**	86,900		73,309	59,759
Total long-term assets			2,430,001	2,232,991	2,310,673
Inventories		4,915		5,087	6,467
Assets held for sale (<1yr)		3,635		3,385	5,016
Short term debtors	**24**	168,555		165,025	163,748
Short-term investments	**37**	110,364		187,425	64,961
Cash and Cash equivalents	**26**	102,773		107,405	215,058
Total current assets			390,242	468,327	455,250
Temporary borrowing	**37**	-31,760		-26,826	-2,327
Short term Lease Liability	**37**	-4,777		-4,799	-4,462
Short term provisions	**23**	-22,309		-22,879	-24,694
Creditors	**25**	-226,776		-233,291	-227,581
Total Current liabilities			-285,622	-287,795	-259,064
Creditors due after one year	**25**	-5,341		-14,152	-27,970
Provisions	**23**	-13,518		-16,568	-17,296
Long-term borrowing	**37**	-965,932		-997,168	-1,023,575
Other Long Term Liabilities	**19/24/36**	-1,594,937		-1,283,154	-1,154,942
Capital Grants Receipts in Advance	**14**	-55,990		-27,808	-23,887
Long Term Liabilities			-2,635,718	-2,338,850	-2,247,670
Net Assets/(Liabilities)			-101,097	74,673	259,189
Usable Reserves	**20**	-370,950		-395,452	-385,656
Unusable Reserve	**21**	472,047		320,779	126,467
Total Reserves			101,097	-74,673	-259,189

Cash Flow Statement

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

	Notes	2014-2015 £'000	Restated 2013-2014 £'000
Net (Surplus) or deficit on the provision of services		27,848	119,180
Adjustments to net surplus or deficit on the provision of services for non cash movements	**27**	-257,962	-365,972
Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities	**27**	149,042	181,788
Net cash flows from operating activities	**28**	-81,072	-65,004
Investing Activities	**29**	36,443	168,822
Financing Activities	**30**	49,261	3,835
Net increase(-) or decrease in cash and cash equivalents		4,632	107,653
Cash and cash equivalents at the beginning of the reporting period		107,405	215,058
Cash and cash equivalents at the end of the reporting period	**26**	102,773	107,405

Notes 1 and 2

Note 1. Basis for Preparation/General

The notes to the financial statements on the following pages are in order of significance, primarily based on aiding an understanding of the key drivers of the financial position of the Council, whilst maintaining the grouping of notes between the income and expenditure statement and the balance sheet where appropriate.

The notes relating to specific financial statement lines include the corresponding accounting policy. As a result there is not a separate principal accounting policies note but note 2 details general accounting policies where there are not accompanying notes.

Details of the order of the notes can be found in the index on page 2 of the financial statements.

Note 2. General Accounting Policies (where there is no accompanying note)

General

The Council is required to prepare a Statement of Accounts by the Accounts and Audit Regulations 2011 in accordance with proper accounting practices. The Accounts of Kent County Council have been compiled in accordance with the Code of Practice on Local Council Accounting in the UK 2014-15 supported by International Financial Reporting Standards. These accounts are prepared in accordance with the historical cost convention, modified for the valuation of certain categories of non current assets and financial instruments. They are also prepared on a going concern basis.

Accruals of Income and Expenditure

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

- Revenue from the sale of goods is recognised when the Authority transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.

- Revenue from the provision of services is recognised when the Authority can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.

- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.

- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

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

Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Note 2 - Accounting Policies

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Council's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

Accounting for Schools

The accounting policies for Schools are in line with the Council's and therefore are compiled on an accruals basis. Schools balances are consolidated into the Council's accounts, with income and expenditure being attributed to the appropriate service line in the Comprehensive Income and Expenditure Statement and assets and liabilities included on the Balance Sheet. The Schools Reserve is held in a separate reserve and is located within Usable Reserves.

Non-current assets for maintained schools are included on the balance sheet where they are owned or controlled by the Authority or the school governing body. Each school is considered on an individual basis taking into account ownership rights and, where relevant, the circumstances under which the school is using the asset.

Intangible Assets

Assets that do not result in the creation of a tangible asset (which is an asset that has physical substance), but are identifiable and are controlled by the Council, e.g. software licences, are classified as intangible assets. This expenditure is capitalised when it will bring benefits to the Council for more than one financial year. The balance is amortised to the relevant service revenue account over the life of the asset. For software licences this is normally between 3 to 5 years.

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

Investment Property

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

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

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

Joint Operations

Jointly controlled operations are activities undertaken by the Council in conjunction with other venturers that involve the use of the assets and resources of the venturers rather than the establishment of a separate entity. The Council recognises on its Balance Sheet the assets that it controls and the liabilities that it incurs and debits and credits the Comprehensive Income and Expenditure Statement with the expenditure it incurs and the share of income it earns from the activity of the operation. The proportion of transactions and balances of Jointly Controlled Operations that relate to the Council are included in the Council's single entity accounts.

Support service and overheads

The cost of support services and overheads are allocated to services on the following basis in accordance with the Service Reporting Code of Practice 2014-15 (SerCOP):

The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received, with the exception of:

- Corporate and Democratic Core – costs relating to the Council's status as a multifunctional, democratic organisation.

- Non Distributed Costs – the cost of discretionary benefits awarded to employees retiring early and impairment losses chargeable on Assets Held for Sale.

These two cost categories are defined in SerCOP and accounted for as separate headings in the Comprehensive Income and Expenditure Statement, as part of Net Expenditure on Continuing Services.

Accounting for Value Added Tax (VAT)

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

Inventories

Stock is valued at the lower of cost or net realisable value. Spending on consumable items is accounted for in the year of purchase.

Carbon Reduction Commitment Allowances

The Authority is participating in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. The allowances are purchased in advance and any unused allowances at the end of the financial year are treated as a payment in advance.

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

For 2014-15 there are amendments to the following accounting standards:

IFRS 13 Fair Value Measurement

IFRS 13 states that Property, Plant and Equipment should be measured at 'highest and best use' rather than existing use. The impact of the amendment will require surplus assts to be measured for their economic benefits at fair value from 2015-16. Operational assets will continue to measured at existing use.

IFRIC 21 Levies - Recognition of liabilities to pay levies

The impact of the above amendments will be reflected in the 2015-16 accounts.

Note 4. Critical Judgements in applying Accounting Policies

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

- There is a high degree of uncertainty about future levels of funding for local government. However, the Council has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision.

- The Council will make a provision where a future event is uncertain but there is a legal or constructive obligation.

- The Council has a policy to revalue its land and buildings at least every 4 years and undertakes an annual review to ensure that the carrying amount of assets not revalued in year is not materially different to their fair value at the balance sheet date. Due to unprecedented increases in construction costs during 2014-15 which could have had a material impact on asset values we have revalued more assets than were due as part of our rolling programme of asset valuations. £60m worth of assets in the balance sheet have not been revalued in 2014-15. Due to the value, nature and prior valuation date of these assets we are confident that the value of these assets is not materially different to their fair value at the balance sheet date.

- During 2014-15 new guidance was issued relating to accounting for non-current assets used by Local Authority maintained schools. We have reviewed the ownership of all schools according to the Land Registry and where necessary have followed up with the owners the circumstances under which schools occupy their buildings. We have assessed the arrangements against the relevant accounting standard (IAS 16 or IAS 17 for leased assets) and where relevant have considered whether the rights of owners are substantive or protective under IFRS10. We have concluded that:
- for those schools owned by religious bodies or individual trustees linked to a religious body, control of the school remains with the religious body and therefore we do not recognise them on our balance sheet.
- for those schools owned by charities or trusts, if the charity/trust is a separate entity with a remit wider than just the school itself, control has generally not passed to the governing body and therefore the school is not recognised on our balance sheet unless the owners have confirmed otherwise. if the charity/trust is purely operating for the purpose of the school then the school is recognised on our balance sheet.
- any schools owned by the Authority or the school Governing body are on balance sheet.

- Two Community/Voluntary Controlled schools which were on balance sheet as at 31 March 2015 converted to academy status between 1 April 2015 and 1 July 2015. The net book value of these assets as at 31 March 2015 is £8.5m. A further five schools are due to convert to academy status between 1 August 2015 and 1 November 2015. The net book value of these assets as at 31 March 2015 is £9.5m. An additional £0.2m included in the balance sheet as at 31 March 2015 relates to playing fields at Voluntary Aided schools that have or will convert to academy status in 2015-16.

- The wholly owned subsidiaries and jointly controlled entities are reviewed on an annual basis as to whether group accounts are required. Based on the level of profits for these entities and that the majority of the transactions are between the Council and the subsidiaries, the Council has judged that Group Accounts are not required.

- The Council holds unquoted equity which shows the fair value at the same value as its carrying amount. A fair value assessment was made using the Net Asset Valuation and the difference in value was not seen as material.

- In 2014-15 the Council put in place a new Directorate structure moving from five Directorates to four. Note 31 - Amounts Reported for Resource Allocation Purposes reconciles the income and expenditure analysis reported in the Comprehensive Income and Expenditure Statement with the budget reports presented to management in Directorate format. The 2013-14 information presented in this note has not been restated to reflect the Directorate changes as comparison data is not available and the cost to develop the data would be excessive.

- The Council has agreed to indemnify the pension costs in relation to employees that transferred to Commercial Service Kent Limited. The Council's judgement is that this indemnity is most accurately represented by accounting for the liability under IAS 19, rather than as an accrual, provision, reserve or contingent liability. The liability of £21.4m is reflected in the 2014-15 Balance Sheet.

Note 5. 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 the assumptions and estimates.

The items in the Council's Balance Sheet at 31 March 2015 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
Property, Plant and equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for buildings would increase by £2.43m for every year that useful lives had to be reduced. Over a period of 4 years (before the next valuation takes place) this could result in an error of £9.72m - this is not material.
	Under component accounting the authority has applied a de minimus threshold for each category of asset that is revalued in the current year. In 2014-15 the following de minimus thresholds were applied: Primary Schools: £2m Secondary Schools: £8m Special Schools: £2m Families & Social Care establishments: £2m Highways & Waste Depots: £1m County Offices: £2m Libraries: £2m Adult Education Centres: £2m Youth & Community Centres: £2m	If all assets had been componentised the difference between depreciation under componentisation and non componentisation is £3.870m. Over 4 years this would give a difference of £15.48m - this is not material.
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 a single net interest cost (which effectively sets the expected return equal to the discount rate) on Pension Fund Assets.	The increase in pension deficit during the year has arisen principally due to the technical increase in the valuation of the liabilities. Accounting standard IAS19 requires the liabilities to be valued using assumptions based on gilt and corporate bonds yields. The yield in excess of expected inflation from corporate bonds decreased from 0.8% to 0.1% during the year due to a decrease in corporate bond yields. Asset performance being less than expected over the year has also led to an increase in pension deficit. During 2014-15, the Council's actuaries advised that the net pensions liability had increased by £0.3m as a result of estimates being corrected due to experience and increased by £374m attributable to the updating of the assumptions.

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Leases	For a number of leases identified by schools and directorates we have had to make assumptions on the fair value of the assets. This has been obtained by identifying the current costs of similar assets.	As the total depreciated value of leases is only £811k the effect of the estimation is not material.

Note 6. Officers Remuneration

Accounting Policy

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, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Council. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is charged to Service lines within the Comprehensive Income and Expenditure Statement, but is 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 in exchange for those benefits and are charged on an accruals basis to Service lines in 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 the cost for restructuring.

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

Post Employment Benefits
The Council participates in two different pension schemes. Both schemes provide members with defined benefits (retirement lump sums and pensions), related to pay and service. The schemes are as follows:

- **Teachers and NHS Staff**

The Council contributes to the Teachers' Pension Scheme and the NHS Pension Scheme at rates set by the schemes actuary and advised by the Schemes Administrator. The schemes pay benefits on the basis of pre-retirement salaries of teaching staff and NHS staff. While the schemes are of the Defined Benefit type, they are accounted for as Defined Contribution Schemes and no liability for future payments of benefits is recognised in the Balance Sheet.

- **Other employees**

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

Note 6 - Officers Remuneration

The assets of Kent 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
– property – market value.

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

Service cost comprising:

– current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.

– past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provison of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs.

– net interest on the net defined benefit liability (asset), i.e. the net interest expense for the Council - the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement - this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period - taking into account any changes in the net defined benefit liability (assets) during the period as a result of contribution and benefit payments.

Remeasurement comprising:

– net return on plan assets – excluding amounts included in net interest on the defined benefit liability (asset) - charged to the Pension Reserve as Other Comprehensive Income and Expenditure.

– actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve.

– contributions paid to the Kent Pension Fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

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

Discretionary Benefits

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

Note 6 - Officers Remuneration

Summary of employees receiving remuneration of £50,000 or more during the period 1 April 2014 to 31 March 2015

Regulations require the Council to disclose remuneration for all employees earning over £50,000 plus additional disclosures for those senior officers reporting directly to the Head of Paid Services and those earning over £150,000.

This note shows the number of employees whose total remuneration in the financial year 2014-15, was £50,000 or more.

Remuneration includes:-

a) all sums paid to or receivable by an employee including non-taxable termination payments, redundancy payments and pay in lieu of notice. This includes all payments, regardless of whether or not they were due in the year e.g. advance payment of salary in lieu of notice.

b) expense allowances chargeable to tax i.e. the profit element of car allowances; and

c) the money value of benefits such as leased cars and health insurance

d) but excludes Employer's Pension contributions

Remuneration	**Total number of employees**			
(£)	Non-Schools 31 March 2015	Schools 31 March 2015	Non-Schools 31 March 2014	Schools 31 March 2014
50,000 - 54,999	181	197	164	209
55,000 - 59,999	118	157	95	154
60,000 - 64,999	46	92	60	93
65,000 - 69,999	37	57	33	62
70,000 - 74,999	34	35	29	23
75,000 - 79,999	15	16	7	19
80,000 - 84,999	13	10	8	13
85,000 - 89,999	6	6	6	10
90,000 - 94,999	7	7	9	7
95,000 - 99,999	4	6	3	8
100,000 - 104,999	2	2	4	6
105,000 - 109,999	4	3	5	3
110,000 - 114,999	5	2	3	0
115,000 - 119,999	1	2	3	2
120,000 - 124,999	2	0	3	0
125,000 - 129,999	1	1	1	1
130,000 - 134,999	2	0	0	0
135,000 - 139,999	1	0	1	0
140,000 - 144,999	1	0	0	0
145,000 - 149,999	1	0	0	0
150,000 - 154,999	0	0	1	0
155,000 - 159,999	1	0	1	0
160,000 - 164,999	0	0	1	0

Note 6 - Officers Remuneration

Remuneration	Total number of employees			
(£)	Non-Schools 31 March 2015	Schools 31 March 2015	Non-Schools 31 March 2014	Schools 31 March 2014
165,000 - 169,999	1	0	2	0
170,000 - 174,999	1	0	0	0
175,000 - 179,999	1	0	0	0
180,000 - 184,999	0	0	0	0
185,000 - 189,999	0	0	0	0
190,000 - 194,999	0	0	0	0
195,000 - 199,999	1	0	1	0
Total	**486**	**593**	**440**	**610**

The number of employees shown against the above remuneration band will not tie up with the information on the following pages. This is because the table above refers to remuneration which includes items a-c as per the note on the previous page, whereas the following table relates purely to salary entitlement in the year and requires the employer's pension contribution to be disclosed but only for senior officers. The Code defines senior officers as those whose annual salary is £150k or more, or those whose salary is above £50,000 and holds a chief officer position. The following tables are set-out in the format prescribed in the CIPFA Code, issued by The Chartered Institute of Public Finance and Accountancy.

The reduction in the number earning over £50k is mainly due to the transfer to Academy status for a significant number of schools; figures for Academies are not included in the above table.

Note 6 - Officers Remuneration

The remuneration paid to the Authority's senior employees for 2014-15 is as follows:

Post Holder	Notes	Salary (Including Fees & Allowances) £	Bonuses £	Allowances £	* Compensation for loss of Office e.g. Redundancy Payment £	Other £	Total Remuneration excl pension Contributions £	Employer Pension Contributions £	Total Remuneration incl pension Contributions £
Corporate Director Business Strategy & Support - David Cockburn		199,898					199,898	41,979	241,877
Corporate Director Families & Social Care - Andrew Ireland		178,166					178,166	37,415	215,581
Corporate Director Education Learning & Skills - Patrick Leeson		161,537		7,070			168,607	35,408	204,015
Director of Governance & Law - Geoff Wild		141,780					141,780	28,834	170,614
Corporate Director Finance & Procurement - Andy Wood		130,460					130,460	27,396	157,856

Note 6 - Officers Remuneration

The remuneration paid to the Authority's senior employees for 2014-15 is as follows:

Post Holder	Notes	Salary (Including Fees & Allowances) £	Bonuses £	Allowances £	* Compensation for loss of Office e.g. Redundancy Payment £	Other £	Total Remuneration excl pension Contributions £	Employer Pension Contributions £	Total Remuneration incl pension Contributions £
Corporate Director Growth, Environment & Transport -Barbara Cooper		129,762					129,762	27,250	157,012
Corporate Director Human Resources - Amanda Beer		124,844					124,844	26,217	151,061
Corporate Director Customer & Communities - Amanda Honey	1	72,992			73,218		146,210	5,696	151,906
Interim Corporate Director Growth, Environment & Transport - Mike Austerberry	2	79,421			40,813		120,234		120,234
Director Public Health - Andrew Scott-Clark		104,996					104,996		104,996

* This includes all contractual entitlements.

Note 6 - Officers Remuneration

The remuneration paid to the Authority's senior employees for 2014-15 is as follows:

Notes

1 Ms Honey left KCC during May 2014. The annualised salary for this post was £156,075

2 Mr Austerberry left KCC during September 2014. The annualised salary for this post was £157,637.

Note 6 - Officers Remuneration

The remuneration paid to the Authority's senior employees for 2013-14 is as follows:

Post Holder	Notes	Salary (Including Fees & Allowances) £	Bonuses £	Allowances £	Compensation for loss of Office e.g. Redundancy Payment £	Other £	Total Remuneration excl pension Contributions £	Employer Pension Contributions £	Total Remuneration incl pension Contributions £
Corporate Director Business Strategy & Support - David Cockburn		198,849					198,849	41,758	240,607
Corporate Director Education Learning & Skills - Patrick Leeson		160,711		7,070			167,781	35,234	203,015
Corporate Director Families & Social Care - Andrew Ireland		167,292					167,292	35,131	202,423
Corporate Director Customer & Communities - Amanda Honey		163,711					163,711	34,379	198,090
Corporate Director Enterprise & Environment - Mike Austerberry		155,136					155,136	0	155,136

The remuneration paid to the Authority's senior employees for 2013-14 is as follows:

Post Holder	Notes	Salary (Including Fees & Allowances) £	Bonuses £	Allowances £	Compensation for loss of Office e.g. Redundancy Payment £	Other £	Total Remuneration excl pension Contributions £	Employer Pension Contributions £	Total Remuneration incl pension Contributions £
Director of Governance & Law - Geoff Wild		136,252					136,252	28,143	164,395
Corporate Director Finance & Procurement - Andy Wood		126,048					126,048	26,470	152,518
Corporate Director Human Resources - Amanda Beer		117,225					117,225	24,617	141,842
Corporate Director Public Health - Meradin Peachey		91,839	3,079			352	95,270	14,085	109,355
Interim Corporate Director Public Health - Andrew Scott-Clark	1	6,550					6,550	917	7,467

1 Mr Scott-Clark has been the interim Corporate Director Public Health since 8 March 2014.

Note 6 - Officers Remuneration

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below. Of the total redundancies made 44% of those are compulsory redundancies. We do not have detail across bands £0 - £20,000, £20,001 - £40,000 and £40,001 - £80,000 and have applied this percentage equally to each of those bands. The total cost in 2014-15 of £4.2m includes schools and commitments in 2015-16.

(a) Exit package cost band (inc special payments)	(b) Number of compulsory redundancies		(c) Number of other departures agreed		(d) Total number of exit packages by cost band [(b) + (c)]		(e) Total cost of exit packages in each band	
	2013/14	**2014/15**	**2013/14**	**2014/15**	**2013/14**	**2014/15**	**2013/14 £**	**2014/15 £**
100,001-450,000	0	0	0	0	0	0	0	0
80,001-100,000	0	0	0	0	0	0	0	0
40,001-80,000	2	4	2	4	4	8	188,801	356,769
20,001-40,000	24	23	17	30	41	53	1,121,776	1,376,421
0-20,000	118	143	85	182	203	325	1,504,663	2,507,629
Total	**144**	**170**	**104**	**216**	**248**	**386**	**2,815,240**	**4,240,819**

Note 7. Members Allowances

The Council paid the following amounts to members of the Council during the year.

	2014-15 £'000	2013-14 £'000
Salaries	0	0
Allowances	1,634	1,609
Expenses	114	121
Total	**1,748**	**1,730**

In 2014-15 the cost of the County Cars were £38.8k.

Note 8. Deposits in Icelandic banks

Early in October 2008, the Icelandic banks Landsbanki and Glitnir collapsed and the Landbanki's UK subsidiaries Heritable went into administration. The Council had £50.35m deposited across these 3 institutions, with varying maturity dates and interest rates. Of the £50.35m, £1.3m was deposited on behalf of the Kent and Medway Fire Authority and £16m on behalf of the Pension Fund.

Investments included in the current assets figure in the Balance Sheet include the following deposits that have been impaired because of the financial difficulties experienced by Icelandic Banks.

Bank	Amount Invested £000's	Interest Rate	Amount due as at Claim Date £000's	Repayments to date £000's
Heritable	1,500	6.15	1,513	1,422
Heritable	2,000	6.19	2,113	1,987
Heritable	2,000	5.6	2,010	1,890
Heritable	3,250	6.1	3,253	3,058
Heritable	4,600	5.9	4,717	4,434
Heritable	5,000	6.25	5,004	4,704
Glitnir	5,000	5.5	5,276	5,127
Glitnir	5,000	6.3	5,212	5,065
Glitnir	5,000	6	5,150	5,004
LBI hf	2,000	6.19	2,125	1,759
LBI hf	5,000	6	5,300	4,412
LBI hf	5,000	5.96	5,291	4,379
LBI hf	5,000	5.93	5,028	4,162
Total	**50,350**		**51,992**	**47,403**

Heritable

The forecast recovery on Heritable has now increased from 98% to 100% and we expect a dividend in August/September and a final payment in 2016.

LBI hf (formerly Landsbanki)

As at the 31 March 2015 the Council received 84.46% of the recoverable amount. The estimate of the recoverable amount from this Iceland-domiciled bank is 100%. This return is anticipated over the following period:

December 2015	3.89%	December 2018	5.83%
December 2016	5.83%		

Glitnir Bank hf

The Council received 100% of the recoverable amount during 2011-12.

As part of the 100% recovery we received £2.96m in Icelandic Kroner for Iceland-domiciled accounts during 2011-12. This is placed in Escrow accounts and is reflected in the balance sheet as a short term investment.

Note 9. Material Items of Income and Expense

Accounting Policy

Exceptional Items

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.

Material Items of Income and Expense

The net loss on disposal of non-current assets of £31.1m includes £24.2m which relates to schools transferring to academy status.

Note 10. Adjustments between accounting basis and funding basis under regulations

31 March 2015	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable reserves
	£'000	£'000	£'000	£'000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited or credited to the Comprehensive income and Expenditure Statement:				
Charges for depreciation and impairment of non current assets	-136,375			136,375
Revaluation losses on Property Plant and Equipment and Assets held for Sale	19,760			-19,760
Movements in the fair value of Investment Properties	-983			983
Amortisation of intangible assets	-1,914			1,914
Capital Grants and contributions applied	110,764			-110,764
Income in relation to donated assets	19			-19
In year revenue expenditure funded from capital under statute	-74,602			74,602
Prior year revenue expenditure funded from capital under statute	-312			312
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the comprehensive Income and Expenditure Statement*	-38,206			38,206
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:				
Statutory provision for the financing of capital investment	65,312			-65,312
Capital expenditure charged against the General Fund	13,978			-13,978
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	31,136		-31,136	0
Application of grants to capital financing transferred to the Capital Adjustment Account			62,343	-62,343
Correction to prior year capital receipt				
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	7,335	-7,335		0

Note 10 - Adjustments between accounting basis & funding basis under regulations

	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable reserves
	£'000	£'000	£'000	£'000
Cash sale proceeds from disposal of investment properties				
Use of the Capital Receipts Reserve to finance new capital expenditure		18,601		-18,601
Correction to prior year capital receipt	-212	212		0
Adjustment primarily involving the Financial Instruments Adjustment Account:				
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	-2,116			2,116
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	-117,822			117,822
Employer's pensions contributions and direct payments to pensioners payable in the year	70,571			-70,571
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which council tax and non-domestic rating income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rating income calculated for the year in accordance with statutory requirements	5,642			-5,642
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	1,994			-1,994
Total Adjustments	**-46,031**	**11,478**	**31,207**	**3,346**

Note 10 - Adjustments between accounting basis & funding basis under regulations

31 March 2014	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable reserves
	£'000	£'000	£'000	£'000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited or credited to the Comprehensive income and Expenditure Statement:				
Charges for depreciation and impairment of non current assets	-128,851			128,851
Impairment charge where assets have been revalued in year*	-37,266			37,266
Revaluation losses on Property Plant and Equipment and Assets held for Sale	-41,713			41,713
Movements in the fair value of Investment Properties	8,524			-8,524
Amortisation of intangible assets	-1,415			1,415
Capital Grants and contributions applied	103,279			-103,279
In year revenue expenditure funded from capital under statute	-89,574			89,574
Prior year revenue expenditure funded from capital under statute	-6,212			6,212
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the comprehensive Income and Expenditure Statement*	-76,532			76,532
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:				
Statutory provision for the financing of capital investment	64,237			-64,237
Capital expenditure charged against the General Fund	19,952			-19,952
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	69,622		-69,622	0
Application of grants to capital financing transferred to the Capital Adjustment Account			58,933	-58,933
Correction to prior year capital receipt			-757	
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	7,661	-7,661		0

Note 10 - Adjustments between accounting basis & funding basis under regulations

	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable reserves
	£'000	£'000	£'000	£'000
Cash sale proceeds from disposal of investment properties	1226	-1,226		
Use of the Capital Receipts Reserve to finance new capital expenditure		7,005		-7,005
Correction to prior year capital receipt		757		
Adjustment primarily involving the Financial Instruments Adjustment Account:				
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	-1,595			1,595
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	-84,764			84,764
Employer's pensions contributions and direct payments to pensioners payable in the year	69,858			-69,858
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which council tax and non-domestic rating income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rating income calculated for the year in accordance with statutory requirements	2,802			-2,802
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	4,356			-4,356
Total Adjustments	**-116,405**	**-1,125**	**-11,446**	**128,976**

* Amounts held on assets under construction or spend incurred in year which relate to assets that have been revalued in 2013-14 have been written off directly to the CIES.

Note 11. Other Operating Expenditure

	2014-15 £000's	2013-14 £000's Restated
Levies	729	719
Gains/Losses on the disposal of non-current assets	31,083	68,871
Assets held for Sale - revaluation movements	1,003	204
	32,815	69,794

Note 12. Financing and investment income and expenditure

	2014-15 £000's	2013-14 £000's
Interest payable and similar charges	77,188	76,487
Net interest on the net defined benefit liability	43,447	37,033
Interest receivable and similar income	-6,643	-5,429
Income and expenditure in relation to investment properties and changes in their fair value	379	-10,065
Other investment income	-3,921	-4,089
	110,450	93,937

Note 13. Taxation and non specific grant income

<u>Collection Fund Accounting Policy</u>

To reflect that billing authorities act as agents for major preceptors in collecting their share of Council Tax and Non-Domestic Rating income, transactions and balances will be allocated between billing authorities and major preceptors. Thus, the risks and rewards that the amount of Council Tax and Non-domestic Rates collected could vary from that predicted will be shared proportionately by the billing authorities and major preceptors.

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 shall be taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

Revenue relating to such things as Council Tax and Non-Domestic Rates, are measured at the full amount receivable (net of any impairment losses) as they are non-contractual, non-exchange transactions and there can be no difference between the delivery and payment dates.

A debtor/creditor position between billing authorities and major preceptors is required to be recognised for the cash collected by the billing Council from Council Tax and Non-domestic Rates debtors that belongs proportionately to the billing Council and the major preceptors. This is because the net cash paid to each major preceptor in the year will not be its share of cash collected from Council Taxpayers and Non-domestic Ratepayers. The effect of any bad debts written off or movement in the impairment provision are also shared proportionately.

Part of the arrangement for the retention of business rates is that authorities will assume the liablity for refunding ratepayers that have successfully appealed against the ratable value of their property. At the end of 31 March 2015 the Council's estimated share of these liabilities is £4.4m.

	2014-15 £000's	2013-14 £000's
Income from Council Tax	-537,522	-515,981
Non-domestic rates income and expenditure	-47,245	-44,507
Non-ringfenced government grants	-450,952	-495,742
	-1,035,719	-1,056,230

Note 14. Grant Income

Accounting Policy

Government Grants and Contributions

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

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

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

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

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2014-15:

	2014-15	2013-14
	£'000	£'000
Credited to Taxation and Non Specific Grant Income		
Council Tax	-537,522	-515,981
Business Rates	-47,245	-44,507
Council Tax Freeze	0	-5,776
Revenue Support Grant	-333,725	-366,552
Local Services Support Grant	-2,146	-2,419
Other Grants	-18,811	-22,360
New Homes Bonus	-6,610	-5,865
Business Rate Compensation Grant	-4,144	-1,013
Capital Government Grants and Contributions	-85,516	-91,757
Total	-1,035,719	-1,056,230
Credited to Services		
Dedicated Schools Grant	-698,368	-728,221
Education Funding Agency	-80,319	-35,736
Other DFES Grants	-55,418	-119,266
Department of Health Grants	-60,962	-51,471
Asylum	-9,482	-12,927
Other	-72,779	-59,170
Total	-977,328	-1,006,791

KCC's share of surplus on the Council Tax has increased by £4.4m (2013-14 surplus increased by £4.1m). For 2014-15 the Business Rate Collection Fund deficit reduced by £1.3m. See the Collection Fund Adjustment Account detailed in Note 21.

Note 14 - Grant Income and Note 15 - Property, Plant and Equipment

The Council has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that will require the monies or property to be returned to the giver. The balances at the year-end are as follows:

	2014-15	2013-14
	£'000	£'000
Capital Grants Receipts in Advance		
Department for Education	-17,978	-5,345
Other Grants	-15,826	-4,368
Other Contributions	-22,186	-18,095
Total	-55,990	-27,808

Note 15. Property, Plant and Equipment

<u>Accounting Policy</u>

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

All expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment above our de minimus of £10k (£2k in schools) is capitalised on an accruals basis. In this context, enhancement means work that has substantially increased the value or use of the assets. Work that has not been completed by the end of the year is carried forward as "assets under construction".

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 initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

Assets are then carried in the Balance Sheet using the following measurement bases:
- infrastructure, community assets and assets under construction – depreciated historical cost
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

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

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

The Council has a policy in place to revalue its assets on a rolling programme basis. All assets will be revalued at least every four years. Assets will also be revalued following significant works occurring on that asset or some event that may impact on the value of that asset, such as a significant downturn in economic conditions. Revaluation gains are written to the Revaluation Reserve , after reversing any revaluation losses on that asset previously posted to the Comprehensive Income and Expenditure Statement. Revaluation losses will be written off against any balance on the Revaluation Reserve for that asset or to the Comprehensive Income and Expenditure Statement where no revaluation gain exists in the reserve for that asset. These amounts are then written out through the Movement in Reserves Statement so that there is no impact on Council Tax.

Note 15 - Property, Plant and Equipment

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired.

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

- writing down the balance on the Revaluation Reserve for that asset up to the accumulated gains
- writing down the relevant service line in the Comprehensive Income and Expenditure Statement where there is no balance or insufficient balance on the Revaluation Reserve

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

Depreciation

Depreciation is calculated on a straight-line basis over each asset's useful economic life and is charged to the relevant service revenue account in the year following completion of the asset.

The periods over which assets are depreciated are as follows:

Land	- nil
Buildings	- useful life as determined by the valuer
Vehicles, plant and equipment	- 3-25 years
Roads & other highways infrastructure	- 20 years
Community assets	- nil
Assets under construction	- nil
Investment properties, Assets Held for Sale	- nil
Heritage Assets	- nil

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

Property will be split into five components:

Land

Structure

Mechanical and Electrical

Fixtures and Furnishings

Temporary Buildings

These components are a significant value of the asset as a whole and have significantly different useful lives.

In determining the extent to which we apply componentisation we have taken into consideration the material impact of not componentising assets within individual asset classes below a certain threshold. More detail on this can be found under the estimation techniques note on page 24.

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

Disposals and Non-current Assets Held for Sale

Assets are generally defined as 'held for sale' if their carrying amount is going to be recovered principally through a sale transaction rather than through continued use. This excludes from consideration any assets that are going to be abandoned or scrapped at the end of their useful lives. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Note 15 - Property, Plant and Equipment

Gains and Losses on Disposal of Non Current Assets

When an asset is disposed of or decommissioned, the difference between the capital receipt from the sale and the carrying amount of the asset in the Balance Sheet, after identified costs have been removed, 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. Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account. 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.

Schools transferring to academy status within the financial year are derecognised. On transfer the full carrying value is derecognised as an asset disposal for nil consideration. The net loss on disposal of non-current assets of £31.1m includes £24.2m which relates to schools transferring to academy status.

Capital receipts

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment. Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement. Conditional receipts are not included in these figures until it is prudent to do so.

Charges to Revenue for Non-Current Assets

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

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

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

Note 15. Property, Plant & Equipment
Movement on balances - Movements in 2014-2015

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Cost or Valuation at 1 April 2014	1,337,445	89,202	1,489,665	9,482	40,917	37,101	3,003,812	213,097
Additions	52,862	8,088	54,378	53	33,684	1,211	150,276	1,499
Donations						400	400	
Revaluation increases / (decreases) recognised in the Revaluation Reserve	59,670					-208	59,462	18,208
Revaluation increase / (decreases) recognised in the Surplus / Deficit on the Provision of Services	-13,001					-408	-13,409	18,934
Derecognition - Disposals	-26,211	-1,117			-57	-5,306	-32,691	

Property, Plant & Equipment - Movements in 2014-2015

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Cost or Valuation								
Derecognition - Other	-7,050					-3,678	-10,728	
Assets reclassified (to) / from Held for Sale	-1,506					-411	-1,917	
Other Movements in cost or valuation*	-8,755	81			-31,636	7,496	-32,814	
At 31 March 2015	**1,393,454**	**96,254**	**1,544,043**	**9,535**	**42,908**	**36,197**	**3,122,391**	**251,738**

* This line shows a movement of -£32,814k which includes -£31,636k which relates to amounts removed from the AUC balance following our annual review of AUC and completed capital works.

Property, Plant & Equipment - Movements in 2014-2015

	Land and Buildings £'000	Vehicles, Plant and Equipment £,000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Accumulated Depreciation and Impairment at 1 April 2014	-75,028	-68,078	-764,334	0	0	-3,668	-911,108	-11,838
Depreciation Charge	-52,791	-7,507	-74,483			-1,311	-136,092	-10,187
Depreciation written out to the Revaluation Reserve	61,958					28	61,986	8,969
Depreciation written out to the Surplus / Deficit on the Provision of Services	34,160					12	34,172	6,859
Impairment (losses) / reversals recognised in the Revaluation Reserve							0	
Impairment (losses) / reversals recognised in the Surplus / Deficit on the Provision of Services	-180				-103		-283	

Property, Plant & Equipment - Movements in 2014-2015

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Accumulated Depreciation and Impairment								
Derecognition - Disposals	1,637	1,056				497	3,190	
Derecognition - Other	1,574					897	2,471	
Other movements in Depreciation and Impairment	987	-5			103	-775	310	
At 31 March 2015	**-27,683**	**-74,534**	**-838,817**	**0**	**0**	**-4,320**	**-945,354**	**-6,197**
Net Book Value								
At 31 March 2015	**1,365,771**	**21,720**	**705,226**	**9,535**	**42,908**	**31,877**	**2,177,037**	**245,541**
At 31 March 2014	**1,262,417**	**21,124**	**725,331**	**9,482**	**40,917**	**33,433**	**2,092,704**	**201,259**

Note 15. Property, Plant & Equipment
Comparative Movements in 2013-14 - Restated

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Cost or Valuation								
at 1 April 2013	1,413,236	88,807	1,446,359	9,162	56,395	40,460	3,054,419	235,301
Additions	26,908	7,313	44,980	320	33,304	299	113,124	858
Donations								
Revaluation increases / (decreases) recognised in the Revaluation Reserve	33,173					-113	33,060	472
Revaluation increase / (decreases) recognised in the Surplus / Deficit on the Provision of Services	-62,722					-119	-62,841	-3,463
Derecognition - Disposals	-69,523	-7,330			-2,687	-2,816	-82,356	-20,071

Property, Plant & Equipment - Comparative Movements in 2013-14 - Restated

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Cost or Valuation								
Derecognition - Other						-3,938	-3,938	
Assets reclassified (to) / from Held for Sale							0	
Other Movements in cost or valuation*	-3,627	412	-1,674		-46,095	3,328	-47,656	
At 31 March 2014	**1,337,445**	**89,202**	**1,489,665**	**9,482**	**40,917**	**37,101**	**3,003,812**	**213,097**

* This line shows a movement of -£47,656k which includes -£46,095k which relates to amounts removed from the AUC balance following our annual review of AUC and completed capital works.

Property, Plant & Equipment - Comparative Movements in 2013-14 - Restated

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Accumulated Depreciation and Impairment at 1 April 2013	-75,829	-64,755	-692,100	0	0	-2,679	-835,363	-9,125
Depreciation Charge	-46,099	-9,192	-72,234			-1,325	-128,850	-6,475
Depreciation written out to the Revaluation Reserve	20,688					30	20,718	45
Depreciation written out to the Surplus / Deficit on the Provision of Services	21,323					8	21,331	1,409
Impairment (losses) / reversals recognised in the Revaluation Reserve							0	
Impairment (losses) / reversals recognised in the Surplus / Deficit on the Provision of Services	-6,209				-31,057		-37,266	

Property, Plant & Equipment - Comparative Movements in 2013-14 -Restated

	Land and Buildings £'000	Vehicles, Plant and Equipment £'000	Roads and other Highways Infrastructure £'000	Community Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total £'000	PFI Assets included in Property, Plant and Equipment £'000
Accumulated Depreciation and Impairment								
Derecognition - Disposals	4,603	6,051				143	10,797	2,308
Derecognition - Other						441	441	
Other movements in Depreciation and Impairment	6,495	-182			31,057	-286	37,084	
At 31 March 2014	**-75,028**	**-68,078**	**-764,334**	**0**	**0**	**-3,668**	**-911,108**	**-11,838**
Net Book Value								
At 31 March 2014	**1,262,417**	**21,124**	**725,331**	**9,482**	**40,917**	**33,433**	**2,092,704**	**201,259**
At 31 March 2013	**1,337,407**	**24,052**	**754,259**	**9,162**	**56,395**	**37,781**	**2,219,056**	**226,176**

Note 15 - Property, Plant and Equipment

Valuations of Property, Plant and Equipment carried at current value

The following statement shows the progress of Kent County Council's rolling programme for the revaluation of fixed assets. The valuations as at 31 March 2015 were carried out by Sophie Endacott MRICS of Montagu Evans, overseen by Gary Howes MRICS of Montagu Evans. The basis for valuation is set out in the statement of accounting policies, and further explained below.

	Land and buildings £'000
Valued at current value as at:	
1 April 2010	223,774
1 April 2011	424,096
1 April 2012	350,976
Restated 1 April 2013	905,326
31 March 2015	1,304,025

During 2014-15 a decision was made to move to the 31 March as a valuation date to ensure that asset values are as up to date as possible at the balance sheet date.

Basis of valuation

All valuations of land and buildings were carried out in accordance with the Statements of Asset Valuation Practice and Guidance Notes of The Royal Institution of Chartered Surveyors. In 2014-15 all land and buildings which have not had a valuation within the last four years have been valued. All schools, libraries and social care assets have been revalued.

The following methods/assumptions have been applied in estimating the fair values:
- Market Value for assets where a market exists and comparisons can be considered for example investment properties;
- Existing Use Value where the property is not specialised and is owner occupied for example county offices;
- Depreciated Replacement Cost where no market exists for a property, which may be rarely sold or it is a specialised asset for example schools.

We have considered and analysed the assets which have not been revalued in 2014-15 and are confident that the carrying amount of these assets as at 31 March 2015 is not materially different to their fair value as at 31 March 2015.

The sources of information and assumptions made in producing the various valuations are set out in a valuation certificate and report.

Contractual Liabilities

We are contractually committed to make the following payments over £10m in future years:

	2014-15 £000
Broadband	32,664

Note 16 - Capital Expenditure and Financing

Note 16. Capital Expenditure and Financing

Accounting Policy

Government Grants and Contributions

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

Revenue expenditure funded from capital under statute

Revenue expenditure funded from capital under statute represents expenditure which may be properly capitalised, but does not result in the creation of a non-current asset. The expenditure has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Capital expenditure on assets that do not belong to the council such as Voluntary Aided schools and Academies are charged here and are written out in the year. These charges are reversed out to the Capital Adjustment Account through the Movement in Reserves Statement to mitigate any impact on council tax.

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

	2014-15 £000's	2013-14 £000's Restated
Opening Capital financing requirement	1,435,263	1,464,961
Capital investment		
Property, Plant and Equipment	145,793	137,033
Intangible assets	1,496	1,373
Revenue expenditure funded from capital under statute	74,602	89,574
	1,657,154	1,692,941
Sources of finance		
Capital receipts	-18,601	-7,005
Government grants and other contributions	-176,407	-166,483
Direct revenue contributions	-13,978	-19,953
(MRP/loans fund principal)	-65,312	-64,237
Closing Capital Financing Requirement	1,382,856	1,435,263
Movement	**-52,407**	**-29,698**

	2014-15 £000's	2013-14 £000's
Explanation of movements in year		
Increase in underlying need to borrow (supported by Government financial assistance)	-2,519	-405
Increase in underlying need to borrow (unsupported by Government financial assistance)	-49,888	-29,293
Increase/(decrease) in Capital Financing Requirement	**-52,407**	**-29,698**

Note 17. PFI and Similar Contracts

Accounting Policy

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 is balanced by the recognition of a liability for amounts due to the scheme operator to pay for the assets, written down by any capital contributions.

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.

- fair value of the services received during the year – debited to the relevant service 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

Note 17 - PFI and Similar Contracts

Value of PFI assets at each balance sheet date and analysis of movement in those values

Value of assets	**3 BSF** Restated	**6 schools** Restated	**Swanscombe Schools**	**Westview/ Westbrook**	**Better Homes, Active Lives**	**TOTAL** £'000
As at 31 March 2014	36,900	99,306	2,236	10,094	45,725	194,261
Additions	7	806	28	399	259	1,499
Revaluations	477	8,610	962	-479	43,400	52,970
Depreciation	-1,106	-3,931	-62	-486	-4,425	-10,010
As at 31 March 2015	36,278	104,791	3,164	9,528	84,959	238,720

The restated balances in the table above reflect changes to the the treatment of school non-current assets as a result of new guidance issued in 2014-15. Seven PFI schools and two playing fields which were previously not recognised on our balance sheet have been added back to the balance sheet.

Value of liabilities resulting from PFI at each balance sheet date and analysis of movement in those values

Finance Lease Liability	**6 schools**	**Swanscombe Schools** Restated	**Westview/ Westbrook**	**Better Homes, Active Lives**	**3 BSF Schools**	**TOTAL** £'000
As at 31 March 2014	73,146	9,023	13,626	56,230	61,550	213,575
Liability repaid	-1,559	-298	-271	-1,118	-1,415	-4,661
As at 31 March 2015	71,587	8,725	13,355	55,112	60,135	208,914

The original recognition of these fixed assets is balanced by the recognition of a liability for amounts due to the scheme operator to pay for the assets. For the 6 Schools PFI, the liability was written down by an initial capital contribution of £4.541m. For the Better Homes, Active Lives PFI the liability was written down by an initial capital contribution of £0.65m.

Details of payments to be made under PFI contracts

6 schools

	Repayment of liability	**Interest**	**Service Charges**	**Lifecycle costs**	**TOTAL** £'000
Within 1 year	1,581	6,260	3,167	976	11,984
Within 2-5 years	7,092	23,649	13,479	5,061	49,281
Within 6-10 years	11,829	25,698	18,833	8,569	64,929
Within 11-15 years	16,303	20,066	21,291	11,736	69,396
Within 16-20 years	27,044	11,227	24,094	9,314	71,679
Within 21-25 years	7,738	698	5,189	274	13,899

RPIx is used as the basis for indexation in the 6 schools PFI contract. RPIx has been assumed to be at 2.5% per annum for the duration of the remainder of this PFI contract.

Note 17 - PFI and Similar Contracts

Swanscombe Schools

	Repayment of liability	Interest	Service Charges	Lifecycle costs	TOTAL £'000
Within 1 year	245	1,281	698	475	2,699
Within 2-5 years	1,195	4,793	2,987	2,023	10,998
Within 6-10 years	3,745	4,437	4,224	1,553	13,959
Within 11-15 years	3,540	1,021	2,308	821	7,690

RPIx is used as the basis for indexation in the Swanscombe schools PFI contract. RPIx has been assumed to be at 2.5% per annum for the duration of the remainder of this PFI contract.

Westview/Westbrook

	Repayment of liability	Interest	Service Charges	Lifecycle costs	TOTAL £'000
Within 1 year	402	1,032	1,526	242	3,202
Within 2-5 years	1,173	3,821	6,550	2,293	13,837
Within 6-10 years	2,160	4,202	9,303	3,017	18,682
Within 11-15 years	3,816	3,198	10,732	2,018	19,764
Within 16-20 years	5,804	1,281	7,223	679	14,987

The RPIx and Average Weekly Earnings (AWE) indices are both used as bases for indexation in the Westview/ Westbrook PFI Contract. RPIx has been assumed to be at 2.5% per annum for the duration of the remainder of this PFI contract and AWE has been assumed to be 2% higher than this at 4.5% over the same period.

Better Homes, Active Lives

	Repayment of liability	Interest	Service Charges	Lifecycle costs	TOTAL £'000
Within 1 year	1,094	3,914	0	363	5,371
Within 2-5 years	4,466	14,885	0	2,132	21,483
Within 6-10 years	7,148	16,597	0	3,110	26,855
Within 11-15 years	11,246	13,535	0	2,074	26,855
Within 16-20 years	14,905	9,099	0	2,851	26,855
Within 21-25 years	16,253	2,830	0	611	19,694

No indexation is applied to the Better Homes, Active Lives PFI contract.

Note 17 - PFI and Similar Contracts

3 BSF Schools

	Repayment of liability	Interest	Service Charges	Lifecycle costs	TOTAL £'000
Within 1 year	1,311	5,588	2,010	309	9,218
Within 2-5 years	5,932	21,088	8,557	2,092	37,669
Within 6-10 years	10,098	22,726	11,956	4,405	49,185
Within 11-15 years	12,661	17,637	13,527	9,256	53,081
Within 16-20 years	22,646	10,274	15,305	5,321	53,546
Within 21-25 years	7,487	696	1,042	101	9,326

RPIx is used as the basis for indexation in the BSF Wave 3 PFI contract. RPIx has been assumed to be at 2.5% per annum for the duration of the remainder of this PFI contract.

TOTAL for all PFI Contracts

	Repayment of liability	Interest	Service Charges	Lifecycle costs	TOTAL £'000
Within 1 year - short term	4,633	18,075	7,401	2,365	32,474
Within 2-5 years	19,858	68,236	31,573	13,601	133,268
Within 6-10 years	34,980	73,660	44,316	20,654	173,610
Within 11-15 years	47,566	55,457	47,858	25,905	176,786
Within 16-20 years	70,399	31,881	46,622	18,165	167,067
Within 21-25 years	31,478	4,224	6,231	986	42,919
Total	208,914	251,533	184,001	81,676	726,124

Swan Valley and Craylands, 6 Group Schools, and 3 BSF Schools

On 24 May 2001, the Council contracted with New Schools (Swanscombe) Ltd to provide Swan Valley Secondary School and Craylands Primary School under a Private Finance Initiative (PFI). The schools opened in October 2002. Under the PFI contract the Council pays an agreed charge for the services provided by the PFI contractor. The unitary charge commenced in October 2002, PFI credits were received from April 2003 and were backdated to October 2002. This charge is included in the Council's revenue budget and outturn figures. At the time the contract was signed the total estimated contract payments were £65.5m over the 25 year (termination end of September 2027) contract period. In September 2013 Swan Valley Community School converted into Ebbsfleet Academy.

On 7 October 2005, the Council contracted with Kent Education Partnership to provide 6 new secondary schools (Hugh Christie Technology College, Holmesdale Technology College, The North School, Ellington School for Girls, The Malling School and Aylesford School - Sports College) under a Private Finance Initiative (PFI). The development of these schools straddled both the 2006-07 and 2007-08 financial years. Three of these schools opened part of their new buildings during the 2006-07 financial year (Hugh Christie, Holmesdale and The North). The other three schools opened their new buildings during 2007-08 (Ellington School for Girls, The Malling and Aylesford). From September 2009 Ellington School for Girls merged with Hereson Boys school to become Ellington and Hereson School, which is also a Trust. The unitary charge commenced in November 2006, PFI credits commenced in June 2007 and were backdated to November 2006. This charge is included in the Council's revenue budget and outturn figures. At the time the contract was signed the total estimated contract payments were £373.9 million over the 28 year contract period.

Note 17 - PFI and Similar Contracts

On 24 October 2008, the Council contracted with Kent PFI Company1 Ltd to provide 3 new secondary schools in Gravesend (St John's Catholic School, Thamesview School and Northfleet Technology College) under a Private Finance Initiative (PFI) which formed part of the Building Schools for the Future programme. All three schools opened their new buildings during the 2010-11 financial year. The unitary charge commenced in July 2010 upon the opening of the three schools, PFI credits commenced in March 2011 and were backdated to July 2010. This charge is included in the Council's revenue budget and outturn figures. At the time the contract was signed the total estimated contract payments were £250.8 million over the 25 year contract period.

Central Government provides a grant to support the PFI schemes. This Revenue Support Grant is based on a formula related to the Capital Expenditure in the scheme: this is called the notional credit approval, and amounts to £11.62m of credits for Swan Valley and Craylands, £80.75m for the 6 schools and £98.94m for the 3 schools. This approval triggers the payment of a Revenue Support Grant over the life of the schemes of 25 years (Swan Valley and Craylands), 28 years (6 schools) and 25 years (3 schools). This grant amounts to just under £23m (Swan Valley and Craylands), just over £177m (6 schools) and just over £193m (3 schools).

Westbrook and West View

In 2014-15 the Council made payments of £3.86m to Integrated Care Services (ICS) for the maintenance and operation of Westbrook and Westview recuperative care facilities. The Council is committed to making payments of £3.99m for 2015-16 under this PFI contract. The actual amount paid will depend on the performance of ICS in delivering the services under the contract which will run until April 2033.

Gravesham Place

In 2015-16 the Council is committed to making payments estimated at £2.78m per year under a contract with Land Securities for the maintenance and facilities management, including laundry and catering, of Gravesham Place integrated care centre. The actual amount is subject to an annual inflationary uplift, and is also dependent on the performance of Land Securities in delivering the services under the contract (£2.66m was paid in 2014-15). The contract will run until April 2036.

Better Homes Active Lives PFI

In October 2007 the Council signed a PFI contract with Kent Community Partnership (a wholly owned subsidiary of Housing 21) to provide 340 units of accommodation of which 275 units are Extra Care accommodation, 58 units for people with learning difficulties and 7 units for people with mental health problems. The contract for the provision of services will last until 2038-39. In 2014-15 the Council made payments of £5.4m to the contractor, and is committed to paying the same amount next year, although this will depend on the performance of Kent Community Partnership delivering the services under the contract.

Note 18. Heritage Assets

Accounting Policy

Heritage Assets are assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture.

Heritage assets above our de minimus of £10k are recognised in the balance sheet wherever possible at valuation or cost. In most cases, insurance valuations are used. However, the unique nature of many heritage assets makes valuation complex and so where values cannot be obtained, either due to the nature of the assets or the prohibitive cost of obtaining a valuation, they are not recognised in the balance sheet but comprehensive descriptive disclosures are included in the statement of accounts.
An impairment review of heritage assets is carried out where there is physical deterioration of a heritage asset.

	Historic Buildings £000s	Artwork - Paintings & Sculptures £000s	Archives £000s	Historical & Archaeological Artefacts £000s	Civic Regalia £000s	Total Heritage Assets £000s
Cost or Valuation						
At 1 April 2013	**1,213**	**2,850**	**2,458**	**100**	**16**	**6,637**
Additions						
Donations						
Disposals						
Revaluations Increases / (Decreases) recognised in the Revaluation Reserve		68	57		-	**125**
Revaluations Increases / (Decreases) recognised in the Surplus / Deficit on the Provision of Services						
Other movements in cost or valuation		372				**372**
At 31 March 2014	**1,213**	**3,290**	**2,515**	**100**	**16**	**7,134**
Cost or Valuation						
At 1 April 2014	**1,213**	**3,290**	**2,515**	**100**	**16**	**7,134**
Additions				19		**19**
Donations				19		**19**
Disposals						
Revaluations Increases / (Decreases) recognised in the Revaluation Reserve		144	58		1	**203**
Revaluations Increases / (Decreases) recognised in the Surplus / Deficit on the Provision of Services						
At 31 March 2015	**1,213**	**3,434**	**2,573**	**138**	**17**	**7,375**

The additions (£19k) and donations (£19k) in 2014-15 relate to the acquisition of finds from the Anglo-Saxon cemetery excavations at Saltwood Tunnel which have been declared as treasure under the Treasure Act 1996. These have been added to KCC's HS1 archaeological archive collection.

Note 18 - Heritage Assets

Historic Environment & Monuments

Eight windmills are included in the balance sheet at a value of £1.102m, which represents spend on these assets. These are either Grade I or II listed buildings and are located across Kent. KCC first took windmills into our care in the 1950s when, with the millers gone, there was no one else to protect these landmark buildings. We now own eight, ranging from Post Mills of Chillenden and Stocks at Wittersham to the magnificent Smock Mill at Cranbrook – the tallest in England

Kent County Council works with local groups to actively preserve the future of the windmills and to support their repair and, where records exist, restoration. We also encourage improvements to the buildings and sites, to encourage greater public access and greater use of the windmills as an educational resource.

Thurnham Castle, located within White Horse Wood Country Park is a late 11th/early 12th century motte and bailey castle with gatehouse and curtain walls in flint and traces of an oval or polygonal shell keep, built on a steep spur of the North Downs. Above ground remains consist of some surviving sections of walling and earthworks of the main castle mound. This is valued at £111k in the balance sheet which represents spend on the asset. Situated within Shorne Woods Country Park is the site of the medieval manor house **Randall Manor**. The site now consists of below ground archaeological remains, along with earthworks relating to associated fish ponds and field systems.

Hildenborough war memorial consists of a cross shaft with a carved relief of a crucifixion scene. It stands on a plinth on a stepped dais. The inscription to the dead of the First World War is on the front face of the plinth below the cross with names on the side faces and additional names of the fallen on the risers of the steps.

The former World War II Air Raid Wardens' post stands in a fenced and partly walled enclosure at the side of the steps down from Folkestone Road to the approach to Dover Priory railway station. It is a small flat-roofed concrete structure with all apertures boarded up.

Martello Tower No. 5 situated at Folkestone Grammar School is a Scheduled Monument, one of a chain of forts that protected the south coast from the threat of invasion in the Napoleonic period. It stands within the grounds of the school, immediately west of the buildings.

The church of St Martin-le-Grand and remains of the Dover Classis Britannica fort are incorporated and displayed at the Dover Discovery Centre, which houses Dover Library. It was formerly the White Cliffs Experience. The Roman remains relate to the 2nd century fort that occupied the site and the area to the southwest. The church of St Martin-le-Grand was an early foundation that developed through the medieval period. At the time of the Reformation it fell into disuse and buildings were constructed in and around the church. The remains of the church are exposed in the land between the centre and the museum to the northeast.

A grade ll listed **Statue of Queen Victoria** situated outside of the Adult Education Centre, Gravesend.

Artwork

Included in the balance sheet, at insurance valuations, are the following collections:

The Master collection of 16th-19th century prints and drawings, valued at £1545k, currently on loan to Folkestone Town Council but still held at the Kent History and Library Centre.

Kent Visual Arts Loan Service, a collection of c.1500 pieces of original artwork currently held in storage at Sessions House, valued at £595k.

The Antony Gormley Boulders Sculpture, the sculptors' first professional commission, valued at £513k. The sculpture is a single piece, in that the two parts are inextricably linked. The hollow bronze piece is a facsimile of the granite stone. The work represents the "old and the new" sitting side by side in harmony and is located at the Kent History and Library Centre.

Glass Screen by Chris Ofili valued at £299k. Translucent glazed screen lit from below, by Chris Ofili (2003), welcoming you to Folkestone Library.

Kent History Tree & Leaves valued at £141k. The "History Tree" at the Kent History and Library Centre was installed in September 2013, created by Anne Schwegmann-Fielding in collaboration with Michael Condron. It is an 8 metre stainless steel tree, adorning the front of the building, with translucent mosaic at its base and 17 steel and mosaic leaves changing from green to red blowing along the pillars.

Note 18 - Heritage Assets

Contemporary collection of c. 200 artworks (6 out 7 collections) in storage in Sessions House, valued at £273k.

KCC Sessions House collection, valued at £68k.

Archive Collections

Kent County Council looks after its own records and those of its predecessor authorities. In addition it collects and makes accessible other historic records under the terms of the 1962 Public Records Act and the 1972 Local Government Act. These records include those of public bodies such as courts, health trusts and coroners, of district councils and of individuals and organisation in the county. There are about 12kms of records, dating back to 699AD, and they are stored in BS5454 conditions at the Kent History Centre in Maidstone. Approximately 25% of the records are owned by KCC, the values of which are included in the balance sheet as follows (valuations are insurance valuations unless otherwise specified):

General archive collections - £706k

Knatchbull/Brabourne Manuscripts. £1367k. Family and estate papers relating to the Knatchbull/Brabourne family comprising of accounts, correspondence, legal papers and manorial records.

Rare Books collection, valued at £200k based on an informal estimate given by an antiquarian book dealer.

Amherst Family Papers £300k based on a valuation obtained before they were bought via a Heritage Lottery Fund bid.

The **Kent Historic Environment Record** is primarily a digital database (including GIS display) of Kent's archaeological sites, find spots, historic buildings and historic gardens. It also includes paper records of the County aerial photograph series and of archaeological, historic building and historic landscape reports..

Archaeological & historical artefacts

Kent County Council has accepted ownership of the majority of the **HS1 archaeological archives** as owner of last resort to prevent the collections from being broken up or disposed of. The collections comprise approximately 70 cubic metres of boxes containing archaeological artefacts including pottery, bone, stone, metalwork and worked flint. They are generally of little financial value. The collections are currently housed half at Kent Commercial Services, Aylesford, half in a store at Dover Eastern Docks, a small number of items in Invicta House, Maidstone and waterlogged wood in Chatham Historic Dockyard. During 2014-15 in order to keep the HS1 archive together in one ownership KCC has also acquired the finds from the Anglo-Saxon cemetery excavations at Saltwood Tunnel which have been declared as treasure under the Treasure Act 1996 and valued at £37.5k. The finds are currently stored at the British Museum.

KCC owns approximately 2,900 objects of social history, archaeological and geological, prints and drawings and other material housed at **Sevenoaks Kaleidoscope Museum**. A **marble roman bust & portrait,** found at Lullingstone Villa, dating back to 2nd Century AD are valued at £60k and £40k respectively. These are currently on long term loan from Sevenoaks Museum to the British Museum.
There is a collection of around 100 artefacts kept at **Ramsgate Library**, remnants of a fire at the library in 2004, including prize cups, watches, signs & plaques, pots, printing plates, weights & measures.

Folkestone library museum collection includes around 10,000 artefacts and archival material relating to the history of Folkestone. It includes around 500 artworks housed at Folkestone library, one at Sandgate Library, and up to 10 at Sessions House. The museum includes archaeology, social, military and civil history and includes collections in store and on display in the History Resource Centre. During 14/15 the collection was placed on a 5 year loan to Folkestone Town Council.

KCC owns **Scientific Calibration Equipment** dating back to the 1800s in the display cases.

Civic Regalia

KCC's silver collection is valued at £17k. This includes The Chairman's Plate, The Silver Salver, The Silver Gilt Cup and The 500 Squadron Silver collection.

Note 19. Leases

Accounting Policy

Leasing

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

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

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

The Council as Lessee

Finance Leases

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

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).
- contingent rents, the difference between the rent paid in year and the original amount agreed in the contract (e.g. following a rent review) also debited to Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement.

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

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

Operating Leases

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

The Council as Lessor

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. 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 on the same basis as rental income.

Note 19 - Leases

The Council as Lessee

Operating Leases

Following a review on the materiality of lease values we found that only operating leases where the Council is the lessee were deemed to be material. The values are represented in the tables below.

The Council has acquired property, motor vehicles and office equipment by entering into operating leases.

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

	31 Mar 2015 £'000	31 Mar 2014 £'000
Not later than one year	9,416	10,291
Later than one year and not later than five years	14,828	15,008
Later than five years	16,485	16,717
	40,729	42,016

KCC sub-lets some properties held as operating leases. In most cases the amount charged to the tenants for sub-leases is nil. For those where we do charge, the future minimum sub-lease payments expected to be received by the Authority is £17.4m over the remaining life of the 25 year lease.

The expenditure charged to the Comprehensive Income and Expenditure Statement during the year in relation to operating leases was:

	31 Mar 2015 £'000	31 Mar 2014 £'000
Minimum lease payments	10,031	11,256
Contingent rents	161	255
Sublease payments receivable	-757	-162
	9,435	11,349

Note 20. Usable Reserves

Accounting Policy

The Council holds general fund reserves as a consequence of income exceeding expenditure, budgeted contributions to reserves or where money has been earmarked for a specific purpose. These reserves are set at a level appropriate to the size of the budget and the level of assessed risk.

Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure. Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and do not represent usable resources for the Council.

Reserve	Balance 1 April 2014 £'000	Net Movement in year £'000	Balance 31 March 2015 £'000	Purpose of Reserve
Usable Capital Receipts	-34,707	11,478	-23,229	Proceeds of fixed assets available to meet future Capital Expenditure
General Fund	-31,725	-3,000	-34,725	Resources available to meet future unforeseen events
Capital Grants unapplied	-118,967	31,207	-87,760	See note below
Earmarked Reserves*	-160,799	-7,479	-168,278	See Note 22
Schools Reserve*	-45,730	-8,279	-54,009	See over page
Surplus on Trading Accounts*	-3,524	575	-2,949	Commercial Services and Oakwood House
Total	**-395,452**	**24,502**	**-370,950**	

Capital grants unapplied of £87.760m as at 31 March 2015 include schools capital reserves of -£552k. This has reduced from the £414k held by schools as at 31 March 2014. The remainder reflects Government grants and contributions received in year for projects in progress.

School Reserves

At 31 March 2015 funds held in school revenue reserves stood at £54,009k. These reserves are detailed in the table below.

	Balance at 1 April 2014 £'000	Movement £'000	Balance at 31 Mar 2015 £'000
School delegated revenue budget reserves - committed	-8,195	-1,654	-9,849
School delegated revenue budget reserves - uncommitted	-31,286	-1,003	-32,289
Unallocated Schools budget	-5,917	-5,652	-11,569
Community Focused Extended School Reserves	-332	30	-302
	-45,730	-8,279	-54,009

Note 21. Unusable Reserves

The Council keeps a number of reserves in the Balance Sheet. Some are required to be held for statutory reasons, some are needed to comply with proper accounting practice.

Reserve	Balance 1 April 2014 £'000	Net Movement in year £'000	Balance 31 March 2015 £'000	Purpose of Reserve
Revaluation Reserve (Restated)	-243,709	-105,554	-349,263	Store of gains on revaluation of fixed assets
Capital Adjustment Account (Restated)	-491,876	-54,482	-546,358	Store of capital resources set aside for past expenditure
Financial Instruments Adjustment Account	16,933	1,166	18,099	Movements in fair value of assets and premiums
Collection Fund Adjustment Account	-7,854	-5,642	-13,496	Movement between the I & E and amount required by regulation to be credited to the General Fund
Pensions Reserves				
- KCC	1,027,191	296,002	1,323,193	Balancing account to allow
- DSO	2,012	58	2,070	inclusion of Pensions
- Commercial Services	0	21,390	21,390	Liability in Balance Sheet
Available for Sale Financial Instruments	-26	323	297	
Accumulated Absences Account	10,525	-504	10,021	This absorbs the differences on the General Fund from accruing for untaken annual leave

Note 21 - Unusable Reserves

Reserve	Balance 1 April 2014 £'000	Net Movement in year £'000	Balance 31 March 2015 £'000	Purpose of Reserve
Post Employment Account	7,583	-1,489	6,094	This absorbs the differences on the General Fund from accruing for redundancy and retirement costs agreed but not due until future years
Total	**320,779**	**151,268**	**472,047**	

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 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	2014-15 £'000		2013-14 Restated £'000	
Balance as at 1st April		-243,709		-213,134
Upward revaluation of assets	-158,372		-83,989	
Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	36,721		30,086	
Correcting entries to previous year Revaluation Reserve				
Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services		-121,651		-53,903
Difference between fair value depreciation and historical cost depreciation	6,902		7,645	
Accumulated gains on assets sold or scrapped	9,195		15,683	
Amount written off to the Capital Adjustment Account		16,097		23,328
Amount relating to previous years written off to the Capital Adjustment Account				
Balance at 31 March		-349,263		-243,709

Note 21 - Unusable Reserves

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert 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 and gains recognised on donated assets that have yet to be consumed by the Council.

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

Note 10 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

	2014-15 £'000		2013-14 Restated £'000	
Balance at 1 April		-491,877		-588,180
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:				
- Charges for depreciation and impairment of non-current assets	136,375		166,117	
- Revaluation losses on Property, Plant and Equipment and Assets Held for Sale	-19,760		41,713	
- Amortisation of intangible assets	1,914		1,415	
- Revenue expenditure funded from capital under statute	74,914		95,785	
- Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	38,207		76,532	
		231,650		381,562
Adjusting amounts written out of the Revaluation Reserve		-16,096		-23,328
Net written out amount of the cost of non-current assets consumed in the year		-276,323		-229,946
Capital financing applied in the year:				
- Use of the Capital Receipts Reserve to finance new capital expenditure	-18,601		-7,005	

Note 21 - Unusable Reserves

	2014-15 £'000		2013-14 Restated £'000	
- Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	-110,764		-103,279	
- Application of grants to capital financing from the Capital Grants Unapplied Account	-62,344		-58,933	
- Statutory provision for the financing of capital investment charged against the General Fund	-65,312		-64,237	
- Capital expenditure charged against the General Fund	-13,978		-19,953	
		-270,999		-253,407
Movements in the market value of Investment Properties debited or credited to the Comprehensive Income and Expenditure Statement		983		-8,524
Movement in the Donated Assets Account credited to the Comprehensive Income and Expenditure Statement		-19		0
Balance at 31 March		-546,358		-491,877

Note 21 - Unusable Reserves

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 paid on the early redemption of loans. Premiums are debited 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 expense 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.

	2014-15		2013-14	
	£'000		£'000	
Balance at 1 April		16,933		16,288
Premiums incurred in the year and charged to the Comprehensive Income and Expenditure Statement	0		0	
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	-950		-950	
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements		-950		-950
		2,116		1,595
Balance at 31 March		18,099		16,933

Note 21 - Unusable Reserves

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 eventually pays any 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.

	2014-15	2013-14
	£'000	£'000
Balance at 1 April	1,029,203	894,080
Remeasurement of the net defined liability/(asset)	270,199	120,217
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	117,822	84,764
Employer's pensions contributions and direct payments to pensioners payable in the year	-70,571	-69,858
Balance at 31 March	1,346,653	1,029,203

Collection Fund Adjustment Account

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

	2014-15	2013-14
	£'000	£'000
Balance at 1 April	-7,854	-5,052
Amount by which council tax and non-domestic rates income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rates income calculated for the year in accordance with statutory requirements	-5,642	-2,802
Balance at 31 March	-13,496	-7,854

Note 21 - Unusable Reserves

Accumulated Absences Account

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

	2014-15		2013-14	
	£'000		£'000	
Balance at 1 April		10,525		11,483
Settlement or cancellation of accrual made at the end of the preceding year	-10,525		-11,483	
Amounts accrued at the end of the current year	10,021		10,525	
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		-504		-958
Balance at 31 March		10,021		10,525

Post Employment Account

The Post Employment Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for early retirement and redundancy payments that are agreed in year but are due in future years. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

	2014-15		2013-14	
	£'000		£'000	
Balance at 1 April		7,583		10,981
Settlement or cancellation of accrual made at the end of the preceding year	-3,918		-4,608	
Amounts accrued at the end of the current year	2,429		1,210	
		-1,489		-3,398
Amount by which post employment costs are charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from costs chargeable in the year in accordance with statutory requirements				
Balance at 31 March		6,094		7,583

Note 21 - Unusable Reserves

Available for Sale Financial Instruments Reserve

The Available for Sale Financial Instruments Reserve contains the gains made by the Council arising from increases in the value of its investments that have quoted market prices or otherwise do not have fixed or determinable payments. The balance is reduced when investments with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- disposed of and the gains are realised

	2014-15		2013-14	
	£'000		£'000	
Balance at 1 April		-26		0
Upward revaluation of investments	-437		-109	
Downward revaluation of investments not charged to the Surplus/Deficit on the Provision of Service	760		83	
		323		-26
Accumulated gains on assets sold and maturing assets written out to the Comprehensive Income and Expenditure Statement as part of Other Investment Income				
Balance at 31 March		297		-26

Note 22. Earmarked Reserves

A thorough review of our Reserves was carried out as part of the 2014-15 budget setting process. This resulted in a net draw-down of our reserves, but this will need re-instating over the medium term. A similar process was undertaken as part of the 2015-16 budget setting process and as a result a further draw down of reserves is planned for 2015-16. Our Corporate Director of Finance and Procurement, who is responsible for setting the level of Reserves, has deemed the level to be 'adequate' given the level of risk that we face.

The following describes each of the Earmarked Reserve accounts where the balance is in excess of £0.5m either on 31 March 2014 or 31 March 2015, the sum of which are shown in the tables on pages 79 and 80.

Vehicles, plant and equipment (VPE)

This is a reserve for the replacement and acquisition of vehicles, plant and equipment.

Special funds

These are reserves held primarily to facilitate the implementation of economic development and tourism initiatives and policy and regeneration expenditure.

Kings Hill development smoothing reserve

Comprises the County Council share of distribution from proceeds of the Kings Hill development received in accordance with the terms of the Development Agreement. These distributions can vary considerably from year to year so this reserve is used to smooth the impact on the revenue budget over the medium term.

Swanscombe School PFI equalisation reserve

This has been established to equalise, over time, the budget impact of unitary charge payments for the Swanscombe School PFI scheme. The reserve will comprise of contributions from the Education revenue budget and a proportion of grant funding received from the UK Government.

Six Schools PFI Reserve

This has been established to equalise, over time, the budget impact of the unitary charge payments for the 6 schools' PFI scheme. The reserve comprises of contributions from the Education revenue budget, contributions from schools and a proportion of grant funding received from the UK Government.

Three Schools PFI Reserve

This has been established to equalise, over time, the budget impact of the unitary charge payments for the 3 schools' PFI scheme. The reserve comprises of contributions from the Education revenue budget, contributions from schools and a proportion of grant funding received from the UK Government.

Westview and Westbrook PFI equalisation reserve

This has been established to equalise, over time, the budget impact of unitary charge payments, Section 31 pooled budget contributions and government grant funding for the Westview and Westbrook PFI scheme.

Better Homes Active Lives PFI equalisation reserve

This has been established to equalise, over time, the budget impact of unitary charge payments, contract management costs and government grant funding for the Better Homes Active Lives scheme.

Reserve for projects previously classified as capital but now considered to be revenue

This has been established to cover the costs of projects which were included in the capital programme but further details are now available which have made it apparent that these costs are revenue. By switching around funding within the existing capital programme, so that revenue contributions to capital made in 2014-15 have been switched with other capital funding sources, we have been able to create this reserve to manage these revenue costs over the medium term.

Note 22 - Earmarked Reserves

Economic Downturn Reserve

This reserve is to cover the impact of the economic downturn which cannot be covered within normal revenue budget allocations. This reserve is expected to be fully utilised in 2015-16.

Responding to Government Deficit Reduction Reserve

This reserve is to support further transformation of services in order for the Council to be able to set future budgets that reflect continuing demand for services within reducing government funding levels.

Corporate Reserve for Social Care funding issues

This reserve is to cover the several new and ongoing issues within Social Care, including Better Care Fund, Care Act and Deprivation of Liberty Safeguards, where we are at risk that funding levels are insufficient.

Payments Reserve

This reserve provides funding for a proportion of unreceipted orders between KCC and suppliers and potential future iProc obligations relating to previous years. The need for and level of the reserve will be reviewed each year.

Council Tax Equalisation Reserve

The reserve will be called upon each year to smooth the impact of the Council Tax freeze plus any amounts need to pay for agreements with individual district councils regarding the impact of Council Tax Support claimants.

Corporate Restructuring Reserve

Given the level of savings required in Local Government over recent and future years, this reserve was set up, largely from underspending in 2009-10, to fund invest-to-save projects which are essential to helping us re-engineer our business efficiently.

Supporting People Reserve

This is unspent grant from previous years which will be used to smooth out the loss of grant funding in future years.

NHS Support for Social Care Reserve

Kent PCT funding transferred to Kent County Council to aid the provision of Social Care Services which are to benefit health and to improve overall health gain. KCC and the Clinical Commissioning Groups continue to work together to agree jointly appropriate areas for investment which are funded from this reserve.

Drug & Alcohol Treatment Reserve

This reserve is funding from the National Treatment Agency which is to be spent on the provision of substance misuse treatment as qualifying expenditure is incurred.

Public Health reserve

As set out in the Local Authority Circular issued for the Public Health grant, any unused funds at the end of the financial year have been placed into a reserve and are to be used to meet eligible public health spend in future years.

Environmental Initiatives reserve

This reserve represents funds in hand relating to a variety of environmental initiatives involving other partners.

Rolling budget reserve

This reserve represents the roll forward of funds to cover re-scheduling of revenue expenditure from previous years.

Note 22 - Earmarked Reserves

Emergency Conditions reserve

This reserve is to cover the cost of emergencies which cannot be accommodated within normal revenue allocations, such as the costs associated with severe weather conditions.

Flood reserve

After the severe weather in 2013-14 a sum of money has been set aside to meet these and future costs associated with flooding.

Safety Camera Partnership reserve

This reserve is funding from Kent Police and Medway Council for use by the Kent & Medway Safety Camera Partnership and is to fund the digitalisation of speed cameras.

Elections reserve

This reserve is to cover the costs of the County Council elections, which occur every 4 years, and by-elections. A contribution is made to the reserve each year in order to even the impact upon the council tax.

Dilapidations reserve

This reserve is to provide for the potential dilapidation costs that the Council faces when existing leases for office accommodation cease.

Workforce reduction reserve

This reserve is to provide for the redundancy and other costs of potential staffing reductions required to achieve budget savings.

Kent Public Services Network (KPSN) Re-procurement Reserve

This reserve represents a 2% surcharge on all services provided to partners under the KPSN contract, to be used to fund the re-procurement of the contract.

IT Asset Maintenance reserve

This reserve will contribute to the funding of the IT refresh programme which will give the Council ongoing and sustainable capacity to replace ageing technology.

Finance Business Solutions reserve

This reserve will assist in the technology changes required to improve systems to meet the needs of self-sufficient budget managers.

Earmarked Reserve to support future year's budget

The approved medium term plan for 2015-18 includes support from central reserves from the residual underspending in 2013-14 and from a review of reserve balances. These funds have been transferred to the reserve to be drawndown over the medium term in line with the approved budget proposals.

Prudential Equalisation Reserve

A reserve to smooth the impact on the revenue budget over the medium term of prudential borrowing costs i.e. the costs of borrowing to support the capital programme, which are not supported by Government grant.

Dedicated Schools Grant (Central Expenditure) Reserve

This is unspent Dedicated Schools Grant for central expenditure, which in accordance with the DFE grant regulations must be carried forward for use in future years and spent in accordance with school financial regulations.

Note 22 - Earmarked Reserves

Turner Contemporary Investment Reserve

This reserve has been created from the settlement from the original Turner Contemporary gallery design and will be supplemented at the end of each year by the interest earned from its investment as part of KCC balances. It is used to part fund the annual contribution to the Turner Contemporary trust under the grant agreement dated 30th March 2010.

Kent Lane Rental Scheme Reserve

This is a scheme, approved by the Department of Transport, where companies, such as utility companies, pay to rent lanes on the most critical/busiest roads of our network, whilst they undertake works. The Council will retain revenues obtained from operating the scheme to meet the costs incurred in operating the scheme, with any surplus revenue used for initiatives associated with the objectives of the scheme. A board, including representatives from each utility area and from Kent County Council, oversee the administration of the surplus revenues in this reserve.

Commuted Sums Reserve

This reserve has been created to hold the commuted sums which are provided under the Highways Act 1980. The commuted sums are received from developers and used to cover maintenance of the highway infrastructure that has a higher maintenance cost than conventional materials or items. The reserve will be drawn down upon annually to fund additional maintenance costs.

Public Inquiries Reserve

This reserve is required to smooth the fluctuations in costs incurred in major strategic developments and defence of the County Council's position at a public inquiry, either at an appeal against a County Council's enforcement decision or in response to a strategic decision determined by a Local Planning Authority.

Insurance Reserve

This is a reserve for the potential cost of insurance claims in excess of the amount provided for in the insurance fund provision.

Other

These mainly comprise various reserves held in respect of initiatives commenced in previous years for which remaining planned financial provision will be utilised in 2015-16 or future years as initiatives are completed. All balances on these reserves are below £0.5m.

Note 22 - Earmarked Reserves

Other Earmarked Reserves	Balance at 1 April 2014	Movement	Balance at 31 Mar 2015
	£'000	£'000	£'000
VPE reserve	-11,080	-848	-11,928
Special funds	-2,546	1,858	-688
Kings Hill development smoothing reserve	-6,596	-420	-7,016
Swanscombe School PFI equalisation reserve	-1,359	284	-1,075
Six schools PFI	-221	-152	-373
Three schools PFI	-5,847	-1,239	-7,086
Westview/Westbrook PFI equalisation reserve	-2,632	-248	-2,880
Better Homes Active Lives PFI equalisation reserve	-2,914	-100	-3,014
Reserve for projects previously classified as capital - now revenue	-1,345	23	-1,322
Economic Downturn reserve	-19,086	13,978	-5,108
Responding to Government Deficit Reduction reserve	0	-11,463	-11,463
Corporate Reserve for Social Care Funding Issues	0	-3,972	-3,972
iProc Payments reserve	0	-2,980	-2,980
Council Tax Equalisation reserve	-10,537	-668	-11,205
Corporate Restructuring reserve	-6,959	2,735	-4,224
Supporting People reserve	-1,943	214	-1,729
NHS Support for Social Care reserve	-5,054	4,375	-679
Drug & Alcohol Treatment reserve	-4,134	0	-4,134
Public Health reserve	-2,906	833	-2,073
Environmental initiatives reserve	-1,928	132	-1,796
Rolling budget reserve	-10,919	-2,005	-12,924
Emergency Conditions reserve	0	-1,983	-1,983
Flood Repairs reserve	-3,344	2,845	-499
Safety Camera Partnership reserve	-605	-276	-881
Elections reserve	0	-570	-570
Dilapidations reserve	-4,186	-390	-4,576
Workforce Reduction reserve	-7,213	-1,495	-8,708
KPSN Re-procurement reserve	-568	553	-15
IT Asset Maintenance reserve	-4,892	-547	-5,439
Finance Business Solutions reserve	-1,029	-20	-1,049
Earmarked reserve to support future year's budget	-4,000	-1,900	-5,900
Prudential Equalisation reserve	-8,993	153	-8,840
Dedicated Schools Grant - Central Expenditure	-9,926	-449	-10,375
Turner Contemporary Investment reserve	-1,545	194	-1,351
Kent Lane Rental Scheme reserve	-98	-543	-641
Public Inquiries reserve	-858	210	-648
Other	-2,803	-65	-2,868
Total	-148,066	-3,946	-152,012
Insurance Reserve			
KCC	-5,624	-2,813	-8,437
	-153,690	**-6,759**	**-160,449**
Commercial Services Earmarked Reserves	-2,128	-720	-2,848
EKO	-4,981		-4,981
Total Earmarked Reserves	**-160,799**	**-7,479**	**-168,278**

Note 22 - Earmarked Reserves

Other Earmarked Reserves	Balance at 1 April 2013	Movement	Balance at 31 Mar 2014
	£'000	£'000	£'000
VPE reserve	-5,417	-5,663	-11,080
Special funds	-3,486	940	-2,546
Kings Hill development smoothing reserve	904	-7,500	-6,596
Swanscombe School PFI equalisation reserve	-1,866	507	-1,359
Six schools PFI	-686	465	-221
Three schools PFI	-4,460	-1,387	-5,847
Westview/Westbrook PFI equalisation reserve	-2,405	-227	-2,632
Better Homes Active Lives PFI equalisation reserve	-2,889	-25	-2,914
Reserve for projects previously classified as capital - now revenue	-1,784	439	-1,345
Economic Downturn reserve	-21,149	2,063	-19,086
Council Tax Equalisation reserve	-7,500	-3,037	-10,537
Corporate Restructuring reserve	-6,145	-814	-6,959
Supporting People reserve	-2,087	144	-1,943
NHS Support for Social Care reserve	-11,383	6,329	-5,054
Drug & Alcohol Treatment reserve	-5,257	1,123	-4,134
Public Health reserve	0	-2,906	-2,906
Environmental initiatives reserve	-2,265	337	-1,928
Rolling budget reserve	-18,312	7,393	-10,919
Emergency Conditions reserve	-809	809	0
Flood Repairs reserve	0	-3,344	-3,344
Safety Camera Partnership reserve	0	-605	-605
Elections reserve	-1,412	1,412	0
Dilapidations reserve	-3,375	-811	-4,186
Workforce Reduction reserve	-7,043	-170	-7,213
KPSN Re-procurement reserve	-678	110	-568
IT Asset Maintenance reserve	-7,007	2,115	-4,892
Finance Business Solutions reserve	-179	-850	-1,029
Earmarked reserve to support future year's budget	0	-4,000	-4,000
Prudential Equalisation reserve	-11,794	2,801	-8,993
Dedicated Schools Grant - Central Expenditure	-10,274	348	-9,926
Turner Contemporary Investment reserve	-1,819	274	-1,545
Commuted Sums reserve	-4,558	4,128	-430
Public Inquiries reserve	-733	-125	-858
Other	-2,794	323	-2,471
Total	-148,662	596	-148,066
Insurance Reserve			
KCC	-5,624	0	-5,624
	-154,286	**596**	**-153,690**
Commercial Services Earmarked Reserves	-4,433	2,305	-2,128
EKO	-4,981	0	-4,981
Total Earmarked Reserves	**-163,700**	**2,901**	**-160,799**

Note 23. Provisions

Accounting Policy

It is the policy of Kent County Council to make provisions in the Accounts where there is a legal or constructive obligation to make a payment but the amount or timing of the payment 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 the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. The most significant provision made is for insurance claims. In addition, provision is made for outstanding income where there is doubt as to whether it will be realised.

The Council has made a provision for insurance claims. The Council's insurance arrangements involve both internal and external cover. For internal cover an Insurance fund has been established to provide cover for property, combined liability and motor insurance claims. The fund comprises a Provision for all claims notified to the Council at 31 March each year and a Reserve for claims not yet reported but likely to have been incurred.

The Post Employment Provision covers the costs of early retirements, redundancy costs and any other post employment costs for ex-employees/employees who have confirmed leaving dates.

The Accumulated Absences Provision is required to cover the costs of annual leave entitlements carried over to the following financial year. If an employee were to leave, they would be entitled to payment for this untaken leave.

	Insurance	Post Employment	Accumulated Absences	Other Provisions	Total
	£'000	£'000	£'000	£'000	£'000
Short Term					
Balance at 1 April 2014	-5,621	-4,889	-10,525	-1,844	-22,879
Additional Provisions made in 2014-15	-3,756	-4,637	-6,755	-1,386	-16,534
Amounts used in 2014-15	4,438	4,804	7,259	467	16,968
Unused amounts reversed in 2014-15		111		25	136
Balance at 31 March 2015	**-4,939**	**-4,611**	**-10,021**	**-2,738**	**-22,309**
Long Term					
Balance at 1 April 2014	-10,856	-3,688	0	-2,024	-16,568
Additional/Reduction in Provisions made in 2014-15	1,008	22		-6	1,024
Amounts used in 2014-15				1,065	1,065
Unused amounts reversed in 2014-15		675		286	961
Balance at 31 March 2015	**-9,848**	**-2,991**	**0**	**-679**	**-13,518**
Total Provisions at 31 March 2015	**-14,787**	**-7,602**	**-10,021**	**-3,417**	**-35,827**

Insurance

Included within the insurance provision is £50k for the MMI provision.

Post Employment

The provision relates to early retirements and redundancies, and are individually insignificant.

Accumulated Absences

The provision relates to annual leave entitlement carried forward at 31 March 2015. It will not be discharged until a cash settlement is made or an employee takes their settlement, or the liability has ceased.

Other Provisions

There is aprovision of £955k for adoption underpayments which are included within Other provisions. All other provisions are individually insignificant.

Note 24 - Amounts owed to the Council by debtors

The fair value for long term investments at the Balance Sheet date is higher than the carrying amount because the interest rate on similar investments is now lower than that obtained when the investment was originally made.

	At 31 March 2015 £000's	At 31 March 2014 £000's
Long Term debtors:		
Medway Council (transferred debtor)	40,116	41,787
Public bodies	967	1,259
Other	45,817	30,263
	86,900	73,309
Other debtors:		
Government Departments	21,424	23,342
Other Local Authorities	2,188	3,525
NHS Bodies	452	1,098
General debtors	127,907	119,453
Payments in advance	16,159	17,291
EKO	425	316
	168,555	165,025

Capital debtors amounting to £3.4m are included in the Accounts at 31 March 2015 (£2.9m in 2013-14). Capital debtors relate to grants and external funding towards capital expenditure incurred in 2014-15 which had not been received by 31 March 2015.

Note 25. Amounts owed by the Council to creditors

	At 31 March 2015 £000's	At 31 March 2014 £000's
Central government bodies	9,819	12,461
Other local authorities	2,254	4,819
NHS bodies	2,480	2,146
General creditors	193,821	193,748
Receipts in advance	16,520	17,640
Deferred income	547	691
Kent and Essex Inshore Fisheries & Conservation Authority	1,296	1,729
EKO	39	57
	226,776	233,291
Creditors due after 1 year	5,341	14,152

Capital creditors amounting to £20m are included in the Accounts at 31 March 2015 (£27m in 2013-14).

Note 26. Cash and Cash Equivalents

Accounting Policy

Cash is represented by cash in hand/overdraft and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. They comprise call and business accounts.

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

The balance of Cash and Cash Equivalents is made up of the following elements:

	At 31 March 2015 £000's	At 31 March 2014 £000's
Bank current accounts	1,713	7,405
Call accounts (same day access funds)	101,060	100,000
Total Cash and Cash Equivalents	102,773	107,405

Note 27. Cash Flow - Non Cash Adjustments

	2014-15	2013-14
	£'000	£'000
Adjustment to net surplus or deficit on the provision of services for non cash movements		
Movement in pension liability	-47,251	-14,906
Carrying amount of non-current assets sold	-38,206	-76,532
Amortisation of fixed assets	-1,914	-1,415
Depreciation of fixed assets	-136,092	-128,851
Impairment & downward valuations	19,477	-78,979
Increase/(decrease) debtors	3,049	1,990
(Increase)/decrease creditors	8,353	12,973
Increase/(decrease) stock	-172	-1,380
Movement on investment properties	-983	8,524
REFCUS	-74,914	-95,786
Other non-cash items charged to the net surplus/deficit on the Provision of Services	10,691	8,390
	-257,962	-365,972
Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities		
Proceeds from the sale of property plant and equipment, investment property and intangible assets	7,123	8,887
Capital grants applied	141,919	172,901
	149,042	181,788
	-108,920	-184,184

Note 28. Cash Flow Statement - Operating Activities

The cash flows for operating activities include the following items:

	2014-15	2013-14
	£'000	£'000
Interest received	-5,200	-5,976
Interest paid	77,296	76,384
Employee Costs	-849,956	-981,932
Income from Council Tax	-584,767	-560,488
Government Grants	-1,418,734	-1,415,465

Notes 29 and 30 - Cash Flow - Investing and Financing Activities

Note 29. Cash Flow Statement - Investing Activities

	2014-15	2013-14
	£'000	£'000
Purchase of property, plant and equipment, investment property and intangible assets	163,187	217,859
Purchase of short-term and long-term investments	1,337,008	1,747,524
Other payments for investing activities		
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	-7,336	-8,887
Proceeds from short-term and long-term investments	-1,322,989	-1,603,568
Other receipts from investing activities	-133,427	-184,106
Net cash flows	36,443	168,822

Note 30. Cash Flow Statement - Financing Activities

	2014-15	2013-14
	£'000	£'000
Cash receipts of short- and long-term borrowing	0	0
Other receipts from financing activities	0	0
Cash payments for the reduction of the outstanding liabilities	0	0
relating to finance leases and on-balance sheet PFI contracts	23,068	1,820
Repayments of short- and long-term borrowing	26,193	2,015
Other payments for financing activities	0	0
Net cash flows from financing activities	49,261	3,835

Note 31. Amounts Reported for Resource Allocation Decisions

The analysis of income and expenditure by service on the face of the Comprehensive Income and Expenditure Statement is that specified by the Service Reporting Code of Practice. However, decisions about resource allocation are taken by the Council's Cabinet on the basis of budget reports analysed across directorates. These reports are prepared on a different basis from the accounting policies used in the financial statements. In particular:

- no charges are made in relation to capital expenditure (whereas depreciation, revaluation and impairment losses in excess of the balance on the Revaluation Reserve and amortisations are charged to services in the Comprehensive Income and Expenditure Statement)
- the cost of retirement benefits is based on cash flows (payment of employer's pensions contributions) rather than current service cost of benefits accrued in the year
- expenditure on some support services is budgeted for centrally and not charged to directorates.

The income and expenditure of the Council's principal directorates recorded in the budget reports for the year is as follows:

	Year ended 31 March 2015				
	Education & Young People	**Social Care, Health & Wellbeing**	**Growth, Environment & Transport**	**Strategic & Corporate Services**	**Total**
	£000's	**£000's**	**£000's**	**£000's**	**£000's**
Fees, charges & other income	-37,694	-126,275	-39,699	-68,604	-272,272
Government Grants	-809,552	-75,779	-3,992	-9,415	-898,738
Total Income	-847,246	-202,054	-43,691	-78,019	-1,171,010
Employee expenses	565,965	142,441	51,111	76,079	835,596
Other operating expenses	315,625	513,522	166,615	236,725	1,232,487
Support Service recharges	22,920	14,589	3,351	5,585	46,445
Total operating expenses	904,510	670,552	221,077	318,389	2,114,528
Net Cost of Services	57,264	468,498	177,386	240,370	**943,518**

Reconciliation of Net Cost of Services in Comprehensive Income & Expenditure Statement

	£000's
Cost of Services in service analysis	943,518
Add services not included in main analysis	
Add amounts not reported to management	228,620
Remove amounts reported to management not included in Comprehensive Income & Expenditure Statement	-246,311
Net Cost of Services in Comprehensive Income & Expenditure Statement	**925,827**

Note 31 - Amounts Reported for Resource Allocation Decisions

Reconciliation to Subjective Analysis	Service Analysis	Services not in Analysis	Not reported to mgmt	Not included in I&E	Allocation of Recharges
	Year ended 31 March 2015				
	£000's	**£000's**	**£000's**	**£000's**	**£000's**
Fees, charges & other service income	-272,272		-389	15,710	-141,604
Surplus or deficit on associates and joint ventures					
Interest and Investment Income					
Income from council tax			5,641		
Government grants and contributions	-898,738		29,112	0	
Total Income	**-1,171,010**	**0**	**34,364**	**15,710**	**-141,604**
Employee expenses	835,596		3,784		
Other service expenses	1,232,487		100,225	-260,249	141,604
Support Service recharges	46,445				
Depreciation, amortisation and impairment			118,529		
IAS 19 Adjustments			3,804		
Interest payments					
Precepts & Levies				-728	
Gain or Loss on Disposal of Fixed Assets			-32,086	-1,044	
Total operating expenses	**2,114,528**	**0**	**194,256**	**-262,021**	**141,604**
Surplus or deficit on the provision of services	**943,518**	**0**	**228,620**	**-246,311**	**0**

Reconciliation to Subjective Analysis	Net Cost of Services	Corporate Amounts	Total
	£000's	**£000's**	**£000's**
Fees, charges & other service income	-398,555		**-398,555**
Surplus or deficit on associates and joint			**0**
ventures			**0**
Interest and Investment Income		-15,709	**-15,709**
Income from council tax	5,641	-584,767	**-579,126**
Government grants and contributions	-869,626	-407,505	**-1,277,131**
Total Income	**-1,262,540**	**-1,007,981**	**-2,270,521**
Employee expenses	839,380		**839,380**
Other service expenses	1,214,067		**1,214,067**
Support Service recharges	46,445		**46,445**
Depreciation, amortisation and impairment	118,529		**118,529**
IAS 19 Adjustments	3,804	0	**3,804**
Interest payments		77,188	**77,188**
Precepts & Levies	-728	728	**0**
Gain or Loss on Disposal of Fixed Assets	-33,130	32,086	**-1,044**
Total operating expenses	**2,188,367**	**110,002**	**2,298,369**
Surplus or deficit on the provision of services	**925,827**	**-897,979**	**27,848**

Note 31 - Amounts Reported for Resource Allocation Decisions

	Year ended 31 March 2014 - Restated					
	Education, Learning & Skills	Families & Social Care	Enterprise & Environ-ment	Customer & Commun-ities	Business Strategy & Support	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Fees, charges & other income	-38,828	-115,453	-30,390	-41,193	-68,732	-294,596
Government Grants	-802,881	-30,862	-6,792	-17,754	-44,379	-902,668
Total Income	-841,709	-146,315	-37,182	-58,947	-113,111	-1,197,264
Employee expenses	566,714	155,787	23,511	56,224	74,186	876,422
Other operating expenses	294,690	464,118	166,269	67,107	253,130	1,245,314
Support Service recharges	16,640	11,983	1,982	5,552	5,193	41,350
Total operating expenses	878,044	631,888	191,762	128,883	332,509	2,163,086
Net Cost of Services	36,335	485,573	154,580	69,936	219,398	**965,822**

Reconciliation of Net Cost of Services in Comprehensive Income & Expenditure Statement

	£000's
Cost of Services in service analysis	965,822
Add services not included in main analysis	
Add amounts not reported to management	255,930
Remove amounts reported to management not included in Comprehensive Income & Expenditure Statement	-203,513
Net Cost of Services in Comprehensive Income & Expenditure Statement	**1,018,239**

Reconciliation to Subjective Analysis	Year ended 31 March 2014 - Restated				
	Service Analysis	Services not in Analysis	Not reported to mgmt	Not included in I&E	Allocation of Recharges
	£000's	£000's	£000's	£000's	£000's
Fees, charges & other service income	-294,596		154	26,338	-113,185
Surplus or deficit on associates and joint ventures					
Interest and Investment Income					
Income from council tax					
Government grants and contributions	-902,668		11,526	20,490	
Total Income	**-1,197,264**	**0**	**11,680**	**46,828**	**-113,185**

Note 31 - Amounts Reported for Resource Allocation Decisions

Employee expenses	876,422		-22,127		
Other service expenses	1,245,314		149,345	-250,146	113,185
Support Service recharges	41,350				
Depreciation, amortisation and impairment			208,235		
IAS 19 Adjustments			-22,127		
Interest payments					
Precepts & Levies					
Gain or Loss on Disposal of Fixed Assets			-69,076		
Total operating expenses	**2,163,086**	**0**	**244,250**	**-250,146**	**113,185**
Surplus or deficit on the provision of services	**965,822**	**0**	**255,930**	**-203,318**	**0**

Reconciliation to Subjective Analysis	**Net Cost of Services**	**Corporate Amounts**	**Total**
	£000's	**£000's**	**£000's**
Fees, charges & other service income	-381,289		**-381,289**
Surplus or deficit on associates and joint ventures			**0**
			0
Interest and Investment Income		-26,337	**-26,337**
Income from council tax		-560,488	**-560,488**
Government grants and contributions	-870,652	-495,744	**-1,366,396**
Total Income	**-1,251,941**	**-1,082,569**	**-2,334,510**
Employee expenses	854,295		**854,295**
Other service expenses	1,257,698		**1,257,698**
Support Service recharges	41,350		**41,350**
Depreciation, amortisation and impairment	208,235		**208,235**
IAS 19 Adjustments	-22,127	37,033	**14,906**
Interest payments		76,487	**76,487**
Precepts & Levies		719	**719**
Gain or Loss on Disposal of Fixed Assets	-69,076	69,076	**0**
Total operating expenses	**2,270,375**	**183,315**	**2,453,690**
Surplus or deficit on the provision of services	**1,018,434**	**-899,254**	**119,180**

Note 32. Trading Operations

The results of the various trading operations for 2014-15 are shown below prior to transfers to and from reserves.

Business unit/activity	Turnover £'000	Expenditure £'000	Surplus/ Deficit(-) 2014-15 £'000	Surplus/ Deficit(-) 2013-14 £'000
Kent County Supplies and Furniture Provision of educational and office supplies (from warehouse stock and by direct delivery) and furniture assembly	57,633	54,030	3,603	2,896
Facilities & Technical Services Provision of a wide range of Facilities & Staff Care Management, and Maintenance of buildings and equipment including IT	0	0	0	200
Brokerage Services Procurement and distribution of Services, including Laser energy buying group, community equipment service, and the specification and control of transport for ELS, E&E & FSC	257,492	255,435	2,057	3,133
County Print Graphic design and general printing	0	0	0	101
Transport Services Provision of lease cars, minibuses, ambulances and lorries, plus vehicle maintenance and repairs. Provider of bus services, including school transport	300	435	-135	424
Landscape Services Grounds maintenance including constructing and safety Inspection Services for electrical and fire fighting equipment	0	0	0	1
Total surplus	315,425	309,900	5,525	6,755

The trading surplus excludes the wholly owned subsidiaries. Information on these can be found in Note 40 on page 109.

Note 33. Audit Costs

In 2014-15 the following fees were paid relating to external audit and inspection :

	2014-15 £'000	2013-14 £'000
Fees payable to the Audit Commission / Grant Thornton for external audit services carried out by the appointed auditor	208	209
Fees payable to the Audit Commission / Grant Thornton in respect of statutory inspection	0	0
Fees payable to the Audit Commission / Grant Thornton for the certification of grant claims and returns	0	0
Fees payable in respect of other services provided by the appointed auditor	23	10
	231	219

Note 34. Dedicated Schools Grant

The Council's expenditure on schools is funded primarily by grant monies provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ringfenced and can only be applied to meet expenditure properly included in the Schools Budget, as defined in the School Finance (England) Regulations 2011. The Schools Budget includes elements for a range of educational services provided on a Council-wide basis and for the Individual Schools Budget, which is divided into a budget share for each maintained school.

Details of the deployment of DSG receivable for 2014-15 are as follows:

	Central Expenditure £'000	Individual Schools Budget £'000	Total £'000
Final DSG for 2014-15 before Academy recoupment			1,038,862
Academy figure recouped for 2014-15			341,602
Total DSG after Academy recoupment for 2014-15			697,260
Brought forward from 2013-14			12,468
Carry Forward to 2015-16 agreed in advance			0
Agreed initial budget distribution in 2014-15	116,234	593,494	709,728
In year adjustments	-18,279	19,387	1,108
Final budgeted distribution in 2014-15	97,955	612,881	710,836
Less actual central expenditure	87,868		
Less Actual ISB deployed to schools		603,727	
Plus Local Council contribution for 2014-15	0	0	0
Carry Forward to 2015-16	10,087	9,154	19,241 *

Notes *
The total carry forward to 2014-15 of £19,241k represents a carry forward of £10,375k on the centrally retained DSG budget and £8,866k on the schools' unallocated budget. The schools unallocated reserve now stands at over £8.9m, and its use is determined by the Schools' Funding Forum. It should be noted that the Schools' Forum have now committed the majority of the unallocated reserve and it is estimated that the majority will be spent in 2015-16.

Note 35. Related Party Transactions

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.

Central Government

Central government has effective control over the general operations of the Council – it is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received from government departments are set out in the subjective analysis in Note 31 on reporting for resources allocation decisions.

Other Public Bodies (subject to common control by central government)

The Council has pooled budget arrangements for the provision of a range of services including drug and alcohol related services, registered nursing care contribution in care homes and integrated care centres providing nursing, respite and recuperative care to Older People.

Payments of Employers' Pension Contributions were made to the Pension Fund in respect of members of the Local Government Pension Scheme and to the Teachers Pension Agency in respect of teachers. The amounts of these payments are detailed in notes to the Consolidated Income and Expenditure Statement, Note 36 on pages 93 to 99 of these Accounts.

As administrator of the Kent Pension Fund, KCC has direct control of the Fund. Transactions between KCC Pension Fund and the Council in respect of income for pensions admin, investment monitoring and other services amounted to £2.889m and cash held by the KCC on behalf of the Pension fund is £2.103m.

Payments to other local authorities and health bodies, excluding precepts, totalled £57.4m.

Receipts from other local authorities and health bodies totalled £63.3m.

Entities Controlled or Significantly Influenced by the Council:

Details of Kent County Council's subsidiary companies are provided in Note 40.

Payments made to Kent Top Temps Ltd (KTT) amounted to £0.3m. KTT made zero of purchases from KCC.

Kent County Trading Ltd is the holding company of Commercial Services Trading Ltd (CST) and Commercial Services Kent Ltd (CSK). KCC holds £4m shares in the company.

CST sales amounted to £3m. CST made purchases from KCC amounting to £2.7m.

CSK sales to KCC amounted to £34.8m. CSK made purchases from KCC amounting to £1.7m.

A loan of £0.429m was made to East Kent Opportunities LLP in 2010-11, and this, with existing loans and recharges of internal services provided, leaves a balance of £0.071m in 2014-15.

Kent County Council also has an interest in the following companies:

Active companies with less than 50% control	Payments made in 14-15
Digital Contac Ltd	457,418
Groundwork Kent and Medway	-
The Individual Learning Co Ltd	-
The North Kent Architecture Centre Ltd	-
Kent Tourism Alliance Ltd became Visit Kent Ltd from 21.3.08	386,351
Locate in Kent Ltd (as amended on 5/5/2000)	792,347
Trading Stds South East Ltd	37,403
Business Support Kent Community Interest	74,857
East Kent Spatial Development Company	-
Goetec Ltd	90,317
Kent PFI Holdings Company 1 Ltd	10,541,394
TRICS Consortium Ltd	3,520
TRN	-
Shearwater Systems	400,000
Vortex Exhaust Technology Ltd	45,000
Active companies with greater than 50% control	
Produced in Kent (PINK) Ltd	120,636
Dormant	
Kentish Fare Ltd - Transferred to Produced in Kent (PINK) Ltd	-
Dissolved	
Invicta Services Ltd	-
Kent Cultural Trading Ltd	-

Note 36. Pension Costs

Note 36a - Pension Schemes Accounted for as Defined Contribution Schemes

Teachers employed by the Authority are members of the Teachers' Pension Scheme, administered by the Department for Education. The Scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Department of Education uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. The Authority is not able to identify its share of underlying financial position and performance of the scheme with sufficient reliability for accounting purposes. For the purpose of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2014-15 Kent County Council paid £35.8m (£38.5m in 2013-14), to the Teachers Pension Agency in respect of teachers' pension costs, which represented 14.1% of teachers' pensionable pay. In addition, Kent County Council is responsible for all pension payments relating to added years benefits it has awarded, together with the related increases. In 2014-15 these amounted to £4.6m (£4.6m in 2013-14), representing 1.7% (1.7% in 2013-14) of pensionable pay.

Public Health staff employed by the Authority are members of the NHS Pension Scheme. The Scheme is an unfunded, defined benefit scheme that covers NHS employers and is a multi-employer defined benefit scheme. The Authority is not able to identify the underlying scheme assets and liablities for the staff transferred. For the purposes of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2014-15 Kent County Council paid £0.18m (£0.2m in 2013-14), to the NHS Pension Scheme in respect of public health pension costs, which represented 14% of employees pensionable pay.

Note 36b. Defined Benefit Pension Scheme

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

The Authority participates in one post-employment scheme:
- The Local Government Pension Scheme, administered locally by Kent County Council – this is a funded defined benefit career average revalued earnings scheme, meaning that the Authority and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

- Arrangements for the award of discretionary post-retirement benefits upon early retirement – this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

- The Kent County Council Pension Fund is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Kent County Council Superannuation Fund Committee, a committee of Kent County Council. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed by the committee and consist of the Director of Finance and Procurement of Kent County Council and external Investment Fund managers (for details of investment fund managers see note 15 of the Pension Fund Accounts).

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

The costs of retirement benefits are recognised in the Net Cost of Services when they are earned by employees, rather than when they are paid as pensions. However, the charge we are required to make against the Council Tax is based on the cash payable in the year, so the real cost is reversed out through the Movement in Reserves Statement.

Under the requirements of IAS19, the council is required to show the movement in the net pensions deficit for the year. This can be analysed as follows:

	Local Government Pension Scheme	
	2014-15	**2013-14**
Comprehensive Income and Expenditure Statement	£000's	£000's
Cost of Services:		
• Current service cost	-80,442	-68,603
• Past service costs	-4,218	-1,728
• (Gain)/loss from settlements	11,640	24,030
• Administration expenses	-1,355	-1,430
Financing and Investment Income and Expenditure		
• Net interest expenses	-43,447	-37,033
Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	-117,822	-84,764

Note 36 - Pensions Costs

	2014-15	2013-14
	£000's	£000's
Other Post Employment Benefit charged to the Comprehensive Income and Expenditure Statement		
• Return on plan assets (excluding the amount included in the net interest expenses)	121,326	66,597
• Actuarial gains and losses arising on changes in demographic assumptions	0	-61,311
• Actuarial gains and losses arising on changes in financial assumptions	-395,971	-86,524
• Other	4,446	-38,980
Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	**-270,199**	**-120,218**
Movement in Reserves statement		
• Reversal of net charges made for retirements benefits in accordance with IAS19	117,822	84,764
Actual amount charged against the General Fund Balance for pensions in the year:		
• Employers' contributions payable to scheme	-70,571	-69,858

Other Employees

Other employees of the County Council may participate in the Kent County Council Pension Fund, part of the Local Government Pension Scheme, a defined benefit statutory scheme.

In 2014-15 Kent County Council paid an employer's contribution of £70.6m (£69.9m in 2013-14) into the Pension Fund, representing 20% (20% in 2013-14) of pensionable pay. The employer's contribution rate is determined by the Fund's actuary based on triennial actuarial valuations, and for 2014-15 was based on the review carried out as at 31 March 2013. Under Pension Fund Regulations the rates are set to meet 100% of the overall liabilities of the Fund.

In addition Kent County Council is responsible for all pension payments relating to added years' benefits it has awarded, together with the related increases. However, Medway Council is required to contribute towards the liabilities incurred prior to reorganisation on 1 April 1998. Kent County Council is required to disclose the capital cost of the discretionary pension payments it has made using a formula recommended by CIPFA. There is zero capital value of discretionary increases in pension payments (i.e. discretionary added years) agreed by the Council in 2014-15 (zero in 2013-14). The capital value of payments agreed in earlier years is £127m (£124m in 2013-14).

Pension Assets and Liabilities in the Balance Sheet

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

	Local Government Pension Scheme £'000	
	2014-15	**2013-14**
Present value of the defined benefit obligation	3,298,603	2,773,605
Fair value of plan assets	-2,018,268	-1,808,316
Sub-total	1,280,335	965,289
Other movements in the liability/(asset)	66,318	63,914
Net liability arising from defined benefit obligation	**1,346,653**	**1,029,203**

Note 36 - Pensions Costs

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

	Local Government Pension Scheme £'000	
	2014-15	**2013-14**
Opening fair value of scheme assets	1,808,316	1,706,017
Pensions Reserve - Adj to opening bal (re Commercial Services)	30,448	
Interest income	80,441	73,728
Remeasurement gains/(losses)		
• Return on plan assets (excluding the amount included in the net interest expenses)	123,366	62,624
• Other	0	3,973
Contributions from employer	76,942	74,536
Contributions from employees into the scheme	20,751	19,635
Benefits paid	-108,967	-98,194
Other	-13,029	-34,003
Closing fair value of scheme assets	**2,018,268**	**1,808,316**

The actual return on scheme assets in the year was £200,336k (2013-14 : £136,352k)

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

	Liabilities: Local Government Pension Scheme £'000	
	2014-15	**2013-14**
Opening balance at 1 April	2,837,519	2,600,097
Pensions Reserve - Adj to opening bal (re Commercial Services)	43,554	
Current service cost	82,550	68,603
Interest cost	124,453	110,761
Contribution from scheme participants	20,751	19,635
Remeasurement gains/(losses):		
• Actuarial gains and losses arising on changes in demographic assumptions	0	61,311
• Actuarial gains and losses arising on changes in financial assumptions	383,848	86,524
• Other	-4,446	38,979
Past service costs	4,252	1,728
Benefits paid	-104,269	-93,516
Liabilities extinguished on settlements	-23,291	-56,603
Closing balance at 31 March	**3,364,921**	**2,837,519**

Note 36 - Pensions Costs

Local Government Pension Scheme assets comprised:

	Fair value of scheme assets	Fair value of scheme assets
	2014-15	**2013-14**
	£'000	**£'000**
Cash and cash equivalents	54,225	54,249
Equity instruments: *By industry type*		
• Consumer	212,186	131,876
• Manufacturing	113,034	89,652
• Energy and utilities	97,169	122,860
• Financial institutions	214,169	165,753
• Health and care	53,542	68,707
• Information technology	71,390	88,453
Sub-total equity	761,490	667,301
Bonds: *By sector*		
• Corporate		74,472
• Government	20,740	18,083
• Collateralised		29,514
• Consumer	17,848	
• Financial services	47,593	
• Health and care	5,949	
• Information technology	17,847	
• Energy and utilities	29,746	
• Corporate Fixed Interest Pooled Funds	103,118	94,929
Sub-total bonds	242,841	216,998
Property: *By type*		
• Retail	97,169	73,045
• Offices	47,593	26,235
• Industrial	33,712	29,200
Sub-total property	178,474	128,480
Private equity:		
• UK	2,403	10,894
• Overseas	15,994	
Sub-total private equity	18,397	10,894
Other investment funds:		
• Infrastructure	21,866	21,094
• Property	69,407	52,352
• Equity Pooled Funds	550,363	584,615
Sub-total other investment funds	641,636	658,061
Target Return Portfolio	85,983	72,333
Total assets	**1,983,046**	**1,808,316**

Note 36 - Pensions Costs

The increase in pension deficit during the year has arisen principally due to the technical increase in the valuation of the liabilities. International Accounting standard IAS19 requires the liabilities to be valued using assumptions based on gilt and corporate bonds yields. The yield in excess of expected inflation (which in turn is based on gilt yields) from corporate bonds decreased from 0.8% to 0.1% during the year in part due to the impact of quantitative easing and other technical factors on bond and gilt markets. Had these markets remained at their 2014 levels then the pensions deficit would have been £374,833,000 less at £950,430,000.

IAS19 does not have any impact on the actual level of employer contributions paid to the Kent County Council Fund. Employers' levels of contribution are determined by triennial actuarial valuations which are based on the Fund's actual investment strategy (rather than being based on corporate bond yields).

The total contributions expected to be made to the Local Government Pension Scheme by the Council in the year to 31 March 2016 is £66,401k, this is in line with the revised IAS19 Standard

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 dependant on assumptions about mortality rates, salary levels, etc. The County Council Fund liability has been assessed by Barnett Waddingham.

The principal assumptions used by the actuary have been:

	Local Government Pension Scheme	
	2014-15	**2013-14**
Mortality assumptions:		
Longevity at 65 for current pensioners:		
Men	22.8	22.7 years
Women	25.2	25.1 years
Longevity at 65 for future pensioners:		
Men	25.1	24.9 years
Women	27.6	27.4 years
Rate of inflation	3.2%	3.6%
Rate of increase in Consumer Price Index	2.4%	2.8%
Rate of increase in salaries	3.7%	4.1%
Rate of increase in pensions	2.4%	2.8%
Rate for discounting scheme liabilities	3.3%	4.4%
Take-up option to convert annual pension into retirement lump sum	50%	50%

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

	Impact on the Defined Benefit Obligation in the Scheme	
	Increase in Assumption £'000	Decrease in Assumption £'000
Adjustment to discount rate (increase or decrease by 0.1%)	3,250,475	3,367,229
Adjustment to long term salary increase (increase or decrease by 0.1%)	3,314,985	3,301,673
Adjustment to pension increase and deferred revaluation (increase or decrease by 0.1%)	3,361,017	3,256,551
Adjustment to mortality age rate assumption (increase or decrease in 1 year)	3,192,639	3,425,020

Highways ex Direct Works DLO Pension Fund

The Balance Sheet includes £2m to reflect the unfunded liability of the Highways (ex Direct Works DLO) Pensions Fund as calculated by the actuary in March 2015 in accordance with IAS19.

Note 37. Financial Instruments

Accounting Policy

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 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. For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year in 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. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Council has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income 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.

Note 37 - Financial Instruments

Financial assets

Financial assets are classified into two types:

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

Loans and Receivables

Loans and receivables are initially measured at fair value and carried at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the loans that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

However, the Council has made a number of loans to voluntary organisations at less than market rates (soft loans). When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. Interest is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement at a marginally higher effective rate of interest than the rate receivable from the voluntary organisations, with the difference serving to increase the amortised cost of the loan in the Balance Sheet.

Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net gain 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.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service or the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Available-for-Sale Assets

Available-for-sale assets are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Where the asset has fixed or determinable payments, annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the effective rate of interest for the instrument. Where there are no fixed asset multiplied by the effective rate of interest for the instrument. Where there are no fixed or determinable payments, income (eg dividends) is credited to the Comprehensive Income and Expenditure Statement when it becomes receivable by the Authority.

Assets are maintained in the Balance Sheet at fair value. Values are based on the following principles:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – independent appraisal of company valuations.

Changes in fair value are balanced by an entry in the Available-for-Sale Reserve and the gain/loss is recognised in the Surplus or Deficit on Revaluation of Available-for-Sale Financial Assets. The exception is where impairment losses have been incurred – these are debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any net gain or loss for the asset accumulated in the Available-for-Sale Reserve.

Note 37 - Financial Instruments

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made (fixed or determinable payments) or fair value falls below cost, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. If the asset has fixed or determinable payments, the impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Otherwise, the impairment loss is measured as any shortfall of fair value against the acquisition cost of the instrument (net of any principal repayment and amortisation).

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any accumulated gains or losses previously recognised in the Available-for-Sale Reserve.

Where fair value cannot be measured reliably, the instrument is carried at cost (less any impairment losses).

Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Non-exchange transactions, such as those relating to taxes and government grants, do not give rise to financial instruments.

Financial Liabilities

The Council's financial liabilities held during the year are measured at amortised cost and comprised of:

- long-term loans from the Public Works Loan Board and commercial lenders
- overdraft with NatWest Bank
- finance leases on land and buildings
- Private Finance Initiative contracts detailed in Note 17
- trade payables for goods and services received

Financial Assets

The financial assets held by the Council during the year are held under the following three classifications.

Loans and receivables (financial assets that have fixed or determinable payments and are not quoted in an active market) comprising of:

- cash
- bank accounts
- fixed term deposits with the DMO
- fixed term deposits with banks and building societies
- impaired investments in Icelandic banks
- trade receivables for goods and services delivered

Available for sale financial assets (those that are quoted in an active market) comprising of:

- certificates of deposit issued by banks and building societies
- treasury bills and gilts issued by the UK Government
- covered bonds issued by financial institutions and backed by a pool of assets
- pooled property and equity investment funds

Unquoted equity investments held at cost because it is impracticable to determine fair value, comprising:

- equity investments in Kent Commercial Services, Kent PFI Limited and companies supported by the Kent Regional Growth Fund

Note 37 - Financial Instruments

Financial Instrument Balances

The financial assets and liabilities disclosed in the Balance Sheet are analysed across the following categories:

	Long Term		Current	
	31 Mar 2015	31 Mar 2014	31 Mar 2015	31 Mar 2014
	£000's	£000's	£000's	£000's
Investments				
Loans and receivables			76,325	169,414
Available-for-sale financial assets	110,613	15,340	34,039	18,011
Unquoted equity investment at cost	8,087	6,854		
Total investments	**118,700**	**22,194**	**110,364**	**187,425**
Debtors				
Loans and receivables	86,900	73,309		
Financial assets carried at contract amounts			144,613	143,352
Total included in Debtors	**86,900**	**73,309**	**144,613**	**143,352**
Cash and Cash Equivalents				
Cash equivalents at amortised cost			101,060	100,000
Cash and Bank Accounts			1,713	7,405
Total Cash and Cash Equivalents	**0**	**0**	**102,773**	**107,405**
Borrowings				
Financial liabilities at amortised cost	965,932	997,168	31,760	26,826
Total Borrowing	**965,932**	**997,168**	**31,760**	**26,826**
Other Liabilities				
PFI and Finance Lease Liabilities	207,767	212,163	4,777	4,799
Total other long-term liabilities	**207,767**	**212,163**	**4,777**	**4,799**
Creditors				
Financial liabilities carried at contract amounts	5,341	14,152	209,709	214,960
Total Creditors	**5,341**	**14,152**	**209,709**	**214,960**

Note 37 - Financial Instruments

Financial Instruments Gains / Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments are made up as follows

	2014-15		
	Financial Liabilities	**Financial Assets**	
	Liabilities measured at amortised cost	Loans and receivables	Total
	£000's	**£000's**	**£000's**
Interest expense - Debt	-55,499		-55,499
Losses on derecognition	-950		-950
Impairment losses			0
	-56,449	**0**	**-56,449**
Interest expense - Finance leases	-21,330		-21,330
Interest expense - PFI	-119		-119
Interest payable and similar charges	**-77,898**	**0**	**-77,898**

	2014-15		
	Financial Liabilities	**Financial Assets**	
	Liabilities measured at amortised cost	Loans and receivables	Total
	£000's	**£000's**	**£000's**
Interest income		4,315	4,315
Reduction in Impairment losses		710	710
Interest and investment income	**0**	**5,025**	**5,025**
Available-for-sale investments - Losses on revaluation		323	323
Amounts recycled to I&E Account after impairment			
Loss arising on revaluation of financial assets	**0**	**323**	**323**
Net gain/(loss) for the year	**-77,898**	**5,348**	**-72,550**

Financial Instruments - Fair Values

The Council's financial liabilities and financial assets classified as loans and receivables are carried in the Balance Sheet at amortised cost. The portion of borrowings and investments due to be settled within 12 months of the Balance Sheet date are presented in the Balance Sheet under short term borrowings or short term investments. This also includes accrued interest for borrowings, investments, cash and cash equivalents.

Their fair values have been estimated by calculating the net present value of the remaining contractual cash flows at 31 March 2015, using the following assumptions:

- PWLB loans have been discounted at the published interest rates for new certainty rate loans arranged on 31 March
- other long-term loans and investments have been discounted at the market rates for similar instruments on 31 March
- no early repayments or impairment is recognized
- the fair value of short-term instruments, including trade payables and receivables is assumed to approximate to the carrying amount

The fair values calculated are as follows:

	31 March 2015		31 March 2014	
	Carrying amount	**Fair value**	**Carrying amount**	**Fair value**
	£000's	**£000's**	**£000's**	**£000's**
PWLB debt	551,080	706,835	577,544	712,368
Non-PWLB debt	446,303	684,000	446,140	555,651
EKO temporary loan	309	309	309	309
Total Borrowings	997,692	1,391,144	1,023,993	1,268,328
PFI and Finance Lease Liabilities	212,544	268,699	216,962	276,857
Creditors	215,050	215,050	229,112	229,112
Total Financial Liabilities	**1,425,286**	**1,874,893**	**1,470,067**	**1,774,297**
Long Term Investments	110,613	111,079	15,340	15,365
Unquoted Equity	8,087	8,087	6,854	6,854
Short Term Investments	110,364	113,161	187,425	187,425
Cash equivalents at amortised cost	101,060	101,060	100,000	100,000
Cash	1,713	1,713	7,405	7,405
Total Investments and Cash	331,837	335,100	317,024	317,049
Debtors	231,513	231,513	216,661	216,661
Total Financial Assets	**563,350**	**566,613**	**533,685**	**533,710**

The fair value of financial liabilities is higher than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans at the Balance Sheet date.

Note 38. Nature and Extent of Risks Arising from Financial Instruments

The Council has adopted CIPFA's Revised Code of Practice on Treasury Management and complies with The Revised Prudential Code of Capital Finance for Local Authorities (both updated in November 2011).

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 Strategy sets out the parameters for the management of risks associated with Financial Instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

Note 38 - Nature and Extent of Risks Arising from Financial Instruments

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

The 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 market variables such as interest rates and equity prices.

Credit Risk: Investments

The Council manages credit risk by ensuring that investments are placed with the organisations of high quality as set out in the Treasury Management Strategy.

The criteria for the selection of counterparties are:

- A strong likelihood of Government intervention in the event of liquidity issues based on the systemic importance to the UK economy.
- Publicised credit ratings for institutions (excluding the DMO).
- Other financial information e.g. Credit Default Swaps, share price, corporate developments, news, articles, market sentiment, momentum.
- Country exposure e.g. Sovereign support mechanisms, GDP, net debt as a percentage of GDP.
- Exposure to other parts of the same banking group.
- Reputational issues.
- Minimum long-term credit rating of A-.

Limits are placed on the amount of money that can be invested with a single counterparty. For 2014-15 these limits were: DMO £450m, UK banks and building societies £40m with a group limit of £40m, Australian and Canadian banks £20m with a country limit of £40m. The maximum duration for any new deposit is twelve months.

The Council's maximum exposure to credit risk in relation to its investments in banks and building societies of £400m cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2015 that this was likely to crystallise.

The table below summarises the credit risk exposures of the Council's investment portfolio by credit rating:

Credit Rating	**31 Mar 2015**	**31 Mar 2014**
	£000's	**£000's**
AAA	93,661	5,328
AA+	0	700
AA-	85,000	120,000
A	117,510	155,000
A-	0	5,000
Unrated Pooled Funds/Equity	26,854	10,000
Total Investments	323,025	296,028

All deposits outstanding as at 31 March 2015 met the Council's credit rating criteria on 31 March 2015.

The above analysis excludes the estimated carrying value after impairment of the Council's Icelandic Bank investment of £7.4m.

Note 38 - Nature and Extent of Risks Arising from Financial Instruments

Credit Risk: Receivables

The Council does not generally allow credit for its debtors, as such £0.606m of the £1.363m balance is one month past its due date for payment. The past due amount can be analysed by age as follows:

	31 Mar 2015	31 Mar 2014
	£000's	£000's
One to three months	122	334
Three to six months	70	172
Six months to one year	325	101
More than one year	89	69
	606	**676**

The Council initiates a legal charge on property where, for instance, clients require the assistance of social services but cannot afford to pay immediately. The total collateral at 31 March 2015 was £58.2m.

Liquidity risk

The Council has ready access to borrowing at favourable rates from the Public Works Loan Board and at higher rates from banks. There is no perceived risk that the Council will be unable to raise finance to meet its commitments. The Council also has to manage the risk that it will not be exposed to replenishing a significant proportion of its borrowing at a time of unfavourable interest rates. The Council would only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities

The maturity analysis of the principal sums borrowed is as follows:

Time to maturity	31 Mar 2015	31 Mar 2014
Years	£000's	£000's
Not over 1	31,000	26,190
Over 1 but not over 2	32,001	31,000
Over 2 but not over 5	67,002	84,000
Over 5 but not over 10	97,003	92,000
Over 10 but not over 20	126,474	86,010
Over 20 but not over 30	119,000	189,470
Over 30 but not over 40	109,800	59,800
Over 40	181,100	241,100
Uncertain date *	220,700	200,700
Total	**984,080**	**1,010,270**

* The Council has £220.7m of "Lender's option, borrower's option" (LOBO) loans where the lender has the option to propose an increase in the rate payable; the Council will then have the option to accept the new rate or repay the loan without penalty. Due to current low interest rates, in the unlikely event that the lender exercises its option, the Council is likely repay these loans. The maturity date is therefore uncertain.

Market risk

Interest Rate Risk: The Council is exposed to risks arising from movements in interest rates. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates – the interest expense will rise
- borrowings at fixed rates – the fair value of the liabilities will fall
- investments at variable rates – the interest income credited will rise
- investments at fixed rates – the fair value of the assets will fall.

Note 38 - Nature and Extent of Risks Arising from Financial Instruments

Investments classed as “loans and receivables” and loans borrowed are not carried at fair value, so changes in their fair value will have no impact on Comprehensive Income and Expenditure. However, changes in interest payable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services. Movements in the fair value of fixed rate investments classed as “available for sale” will be reflected in Other Comprehensive Income and Expenditure. The Treasury Management Strategy aims to mitigate these risks by setting an upper limit of 40% on external debt that can be subject to variable interest rates. At 31 March 2015, 77.6% of the debt portfolio was held in fixed rate instruments, and 22.4% in variable rate instruments (LOBO loans within option periods).

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

	£000's
Increase in interest payable on variable rate borrowings	2,207
Increase in interest receivable on variable rate investments	(1,652)
Increase in government grant receivable for financing costs	
Impact on Provision of Services (surplus)	**555**
Decrease in fair value of fixed rate investment assets	(714)
Impact on Other Comprehensive Income and Expenditure	**(714)**
Decrease in fair value of fixed rate borrowings / liabilities*	**(143,077)**

*No impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure

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

Investments are also subject to movements in interest rates. The Council's policy of holding variable rate and short term fixed rate investments increases the exposure to interest rate movements. This risk has to be balanced against actions taken to mitigate credit risk.

Price Risk: The market prices of the Council’s bond investments are governed by prevailing interest rates and the market risk associated with these instruments is managed alongside interest rate risk.

The Council’s investment in a pooled property fund is subject to the risk of falling commercial property prices. This risk is limited by the Council’s maximum exposure to property investments of £15m. A 5% fall in commercial property prices would result in a £0.245m charge to Other Comprehensive Income & Expenditure – this would have no impact on the General Fund until the investment was sold.

The Council’s investment in a pooled equities fund is also governed by the risk of falling share prices. This risk is limited by the Council’s maximum exposure to such funds of £5m. A 5% fall in share prices would result in a £0.254m charge to Other Comprehensive Income & Expenditure – this would have no impact on the General Fund until the investment was sold.

Foreign Exchange Risk: the Council currently has approximately £3m in Icelandic Krona held in escrow pending the relaxation of capital controls by the Icelandic Government, and is therefore exposed to the risk of adverse movements in the exchange rate.

Note 39. Contingent Liabilities

Accounting Policy

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. They are factored into the consideration of an adequate level of reserves.

Employment

There are eight claims relating to discrimination and breach of contract in employment. Of these, one is limited to unfair dismissal, five are discrimination cases and two cases relating to a combination of unfair dismissal and discrimination. There is one claim relating to an application for a judicial review. In addition to the 9 claims there are a potential number which have not yet officially pleaded. Although the governing bodies of schools are the legal employer of teaching staff, by operation of the Education (Modification of Enactments Relating to Employment) (England) Order 2003, where an award of damages is made by an Employment Tribunal, in most cases Kent County Council will be liable to pay the award. Employment tribunals can in discrimination cases award unlimited damages to a successful claimant. Based on available information on these cases, the total amount in damages being sought by the claimants exceeds £100k and an additional amount of approximately £200k for those not officially pleaded. However, on a number of these claims the prospects of success are assessed to be good. It is extremely rare for employment tribunals to award all of the damages that are claimed.

Childcare

All care proceedings are subject to the Public Law Outline (PLO) regime and all are subject to a court fee structure. KCC Legal services are currently advising on 135 live cases where proceedings have actually been issued. The costs to KCC of taking these proceedings are in excess of £10k each.

Litigation

There are six such cases of which legal costs for five of these are expected to exceed £65k in total. OThe remaining case is in relation to disputes over rental agreements, the claims are significant and range from £25k to £350k.

Asylum, Ordinary Residence & Judicial review cases

There are seven judicial review cases of age assessment, for five of these cases the costs are likely to exceed £10k and for the remaining two cases the costs will exceed £10k. There is one Ordinary Residence claims which if successful would be in excess of £10k.

Nearest Relative

There are applications to the County Court to displace a patient;s nearest realtive under the Mental Health Act 1983. There are five cases and costs in excess of £10k are not anticipated at this stage.

Court of Protection

There are matters of Court of Protection in relation to persons who are deemed to lack mental capacity within the meaning of the Mental Health Act 2005. There is a wide discretion for the Court in such litigation and individual costs may exceed £10k.

Note 40. Subsidiary Undertakings

Accounting Policy

Interests in Companies and Other Entities

The Council has material interests in companies and other entities that have the nature of wholly owned subsidiaries and jointly controlled entities. An assessment of the transactions between the Council and the subsidiaries and the jointly controlled entities is conducted each year. The majority of the transactions (largely with Kent Top Temps) are between the Council and the subsidiary which would mean if preparing group accounts the transactions between the two parties would be eliminated. As there would be no major impact on our accounts we are not preparing group accounts.

Subsidiary Undertakings

Kent Top Temps Limited (KTT) is a subsidiary of Kent County Trading Limited, wholly owned by Kent County Council (KCC). It commenced trading on the 4th April 2005. KTT was a recruitment business that focused on the supply of both temporary and permanent placements to KCC, other public sector bodies and the private sector. KTT had specialist desks for the supply of temporary labour to the following sectors; administration, care, supply teachers, nursery staff, drivers and industrial, catering, interpreters and translation and professionals. The permanent appointment desk operated via the name of Connect2Staff. On 1st April 2013, the recruitment business ceased trading in KTT and transferred its operations to two other associated subsidiaries within the group. KTT also operated buses for contract and private hire trading as Kent Top Travel. This operation was closed in October 2013 and the Company has subsequently ceased trading.

KTT had a turnover in 2013-14 of £1.0m with a net loss of £0.2m after tax. In 2013-14 its net assets were £1.2m and in 2014-15 its net assets are £1.2m.

Commercial Services Trading Limited (CS Trading) is a subsidiary of Kent County Trading Limited, wholly owned by Kent County Council. CS Trading commenced trading in September 2007 as InsideOut, undertaking building repair and maintenance contracts within both the public and private sectors. In April 2013 this business was re-branded, and now operates business units primarily trading with the private sector. The additional business includes business operations previously carried out by Kent County Council Commercial Services. Activities include a recruitment business focused on the supply of both temporary and permanent placements operating under the name of Connect2Staff; Landscape services providing a full range of grounds and sports field management, maintenance and hard landscaping, tree works and pest control; Fleet services offering fleet management services, self drive hire, vehicle inspections and vehicle sourcing; Engineering services including a comprehensive range of vehicle services covering MOT's servicing, accident repair, body shop work and vehicle restoration and the Lumina brand, which offers a brokerage service to small private businesses. Up to December 2013, the business also operated Simplicare, a care service based on care in the home and two retail outlets that have subsequently ceased trading.

CS Trading had a turnover in 2014-15 of £19.1m (2013-14 £20.7m) with a net profit of £0.4m before tax (2013-14 £0.2m). In 2013-14 its net assets were £2.0m and in 2014-15 its net assets are £2.3m. A loan of £0.7m has been provided by KCC Commercial Services to Commercial Services Trading Limited during the year on which interest is charged at commercial rates.

Commercial Services Kent Limited (CS Kent) is a subsidiary of Kent County Trading Limited, wholly owned by Kent County Council. It commenced trading on the 7 April 2010. From 1st April 2013, the Company resumed trading as a Teckal company providing services to KCC. Business operations previously carried out by KTT, CS Trading and Kent County Council Commercial Services, were transferred into the business. This included a recruitment business that focused on the supply of both temporary and permanent placements to KCC operating under the brand name of Connect2Kent. This covers specialist desks for the supply of temporary labour to the following sectors; administration, care, supply teachers, nursery staff, drivers and industrial, catering, interpreters and translation and professionals. Commercial Services Kent Limited also provides waste management services to KCC across a number of municipal waste collection and transfer centres in Kent; office facilities services for KCC across a number of KCC office sites and print and design services for both KCC and some other public sector bodies.

CS Kent had a turnover in 2014-15 of £55.1m (2013-14 £50.7m) with a net profit of £0.5m before tax (2013-14 loss of £1.4m). In 2013-14 its net current liabilities were £1.1m and in 2014-15 its net assets are £0.5m. A loan of £5.2m has been provided by KCC Commercial Services to CS Kent during the year on which interest is charged at commercial rates.

Kent County Council (KCC) and Thanet District Council (TDC) wished to bring forward the economic development and regeneration of the sites known as Eurokent and Manston Park. A Member Agreement was signed on the 22 August 2008 and a joint arrangement vehicle was set up, the East Kent Opportunities LLP (EKOLLP), which was incorporated on 4 March 2008. KCC and TDC have 50:50 ownership, control and economic participation in the joint arrangement. KCC and TDC contributed 38 acres of land each to EKOLLP. The land was valued for stamp duty land tax (SDLT) at £5.5m (KCC contribution) and £4.5m (TDC contribution).

The powers used are the 'well-being powers' provided to local authorities in Part 1 of the Local Government Act 2000. In 2014-15, in the draft, unaudited EKOLLP accounts, the net assets of the joint arrangement are £9.5m with an operating loss before members remuneration and profit shares available for discretionary division among members of £0.37m.

Collectively the subsidiaries do not have a material impact on the Kent County Council's accounts and therefore it is not necessary to produce group accounts in 2014-15. This situation is reviewed on an annual basis.

Copies of these accounts can be acquired through Companies House with none being qualified.

Note 41. Events after the Balance Sheet Date

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. Two types of events can be identified:

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

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

There have been no events since 31 March 2015, up to the date when these accounts were authorised, that require any adjustment to these accounts.

Note 42. Other Notes

Pension Fund

Once credited to the Pension Fund, monies may only be used to provide for the statutory determined pension and other payments attributable to staff covered by the Fund. The assets and liabilities of the Pension Fund are shown separately from those of Kent County Council, although the legal position is that they are all in the ownership of Kent County Council as the administering Council. Any actuarial surplus or deficit is apportioned to the constituent member bodies of the Fund. Details of the Fund are disclosed in the Pension Fund Accounts found on pages 114 - 139.

Prior Period Adjustments

The following pages provide details of a prior period adjustment that we have made to reflect changes to the way the Council accounts for school non-current assets as a result of guidance issued in 2014-15. Further detail regarding these changes is provided on page 23.

As at 1st April 2013 we have recognised 29 Foundation schools together with 8 playing fields at a combined value of £277.7m and 4 Voluntary Aided schools together with 16 playing fields at a combined value of £11.6m.

37 Voluntary Controlled schools have been derecognised at a value of £22.1m. 48 Voluntary Controlled schools with a total value of £61.9m have been partially derecognised leaving the playing field only on our books. In addition, land and/or buildings at 3 Voluntary Aided school sites totalling £3.1m have also been derecognised.

The overall impact of the above changes has been an increase in the value of Property, Plant & Equipment on the balance sheet of £202.2m and a corresponding movement in the Capital Adjustment Account and Revaluation Reserve.

Further adjustments have been made in 2013-14 to reinstate previous derecognitions and reverse revaluation movements and depreciation charges relating to assets which are no longer on balance sheet. Additional depreciation charges have been made for newly recognised assets. The impact of all these adjustments on the balance sheet has been a further increase of £30.4m on Property Plant & Equipment and a corresponding movement on the Capital Adjustment Account and Revaluation Reserve.

On the Comprehensive Income and Expenditure Statement, additional charges on the Children's and Education services line total £718k. These are offset by £913k income which has been credited to the Comprehensive Income and Expenditure Statement to match additional grant-funded refcus expenditure. A reversal of a loss on disposal of fixed assets has decreased the 'Other Operating Expenditure' line by £38.9m.

2013-14 Restated Income and Expenditure Account	**Net Expenditure**	**Accounting for Schools Changes**	**Restated**
Service	**£'000**	**£'000**	**£'000**
Cultural and Related Services	38,315		38,315
Environmental and Regulatory Services	75,779		75,779
Planning Services	15,408		15,408
Central Services to the public	2,181		2,181
Children's and Education Services	341,800	-195	341,605
Highways and Transport Services	152,178		152,178
Adult Social Care	382,160		382,160
Public Health	-492		-492
Corporate and Democratic Core	16,470		16,470
Non Distributed Costs	-5,170		-5,170
Net Cost of Service	**1,018,629**	**-195**	**1,018,434**
Other operating Expenditure	108,651	-38,857	69,794
Net Surplus on trading accounts	-6,755		-6,755
Financing and Investment Inc and Exp	93,937		93,937
Taxation and Non Specific Grant Income	-1,057,144	913	-1,056,231
(Surplus)/deficit arising on revaluation of non current assets	-61,656	7,752	-53,904
Remeasurement of the net defined benefit liability	120,217		120,217
(Surplus)/deficit on revaluation of available for sale financial assets	-976		-976
Net General Fund Surplus(-)/Deficit	**214,903**	**-30,387**	**184,516**

Prior Period Adjustments

2012-13 Restated Balance Sheet

	31 March 2013		
		Accounting for Schools Changes	Restated
	£'000	£'000	£'000
Property Plant & Equipment	2,016,868	202,188	2,219,056
Heritage Assets	6637		6,637
Investment Property	22,322		22,322
Intangible Assets	2,899		2,899
Long-term investments	0		0
Long-term debtors	59,759		59,759
Total long-term assets	2,108,485	202,188	2,310,673
Inventories	6,467		6,467
Assets held for sale (>1yr)	5,016		5,016
Short term debtors	163,748		163,748
Investments	64,961		64,961
Cash and Cash equivalents	215,058		215,058
Total current assets	455,250		455,250
Temporary borrowing	-2,327		-2,327
Short term Lease Liability	-4,462		-4,462
Short term provisions	-24,694		-24,694
Creditors	-227,581		-227,581
Total current liabilities	-259,064		-259,064
Creditors due after one year	-27,970		-27,970
Provisions	-17,296		-17,296
Long-term borrowing	-1,023,575		-1,023,575
Other Long Term Liabilities	-1,154,942		-1,154,942
Capital Grants Receipts in Advance	-23,887		-23,887
Long term Liabilities	-2,247,670	202,188	-2,247,670
Net Assets	57,001	202,188	259,189
Usable Reserves	-385,656		-385,656
Unusable Reserves	328,655	-202,188	126,467
Total Reserves	-57,001	-202,188	-259,189

Prior Period Adjustments

2013-14 Restated Balance Sheet

	31 March 2014		
		Accounting for Schools Changes	**Restated**
	£'000	**£'000**	**£'000**
Property Plant & Equipment	1,860,130	232,574	2,092,704
Heritage Assets	7,134		7,134
Investment Property	33,956		33,956
Intangible Assets	3,694		3,694
Long-term investments	22,194		22,194
Long-term debtors	73,309		73,309
Total long-term assets	2,000,417	232,574	2,232,991
Inventories	5,087		5,087
Assets held for sale (>1yr)	3,385		3,385
Short term debtors	165,025		165,025
Investments	187,425		187,425
Cash and Cash equivalents	107,405		107,405
Total current assets	468,327		468,327
Temporary borrowing	-26,826		-26,826
Short term Lease Liability	-4,799		-4,799
Short term provisions	-22,879		-22,879
Creditors	-233,291		-233,291
Total current liabilities	-287,795		-287,795
Creditors due after one year	-14,152		-14,152
Provisions	-16,568		-16,568
Long-term borrowing	-997,168		-997,168
Other Long Term Liabilities	-1,283,154		-1,283,154
Capital Grants Receipts in Advance	-27,808		-27,808
Long term Liabilities	-2,338,850		-2,338,850
Net Assets	-157,901	232,574	74,673
			0
Usable Reserves	-395,452		-395,452
Unusable Reserves	553,353	-232,574	320,779
Total Reserves	157,901	-232,574	-74,673

Pension Fund Accounts

The following financial statements are taken from the Kent County Council Pension Fund's Annual Report and Accounts 2015 which are also available from the Fund's website at **www.kentpensionfund.co.uk**. Alternatively a copy can be obtained from the Treasury and Investments team, email: investments.team@kent.gov.uk, telephone: 03000 416560.

Description of the Fund

General

The Kent Pension Fund is part of the Local Government Pension Scheme and is administered by Kent County Council (KCC) for the purpose of providing pensions and other benefits for the pensionable employees of KCC, Medway Council, the district councils in Kent and a range of other scheduled and admitted bodies within the county area. KCC is the reporting entity for the Fund. Teachers, police officers and firefighters are not included as they come within other national pension schemes. The Pension Fund is a contributory defined benefit pension scheme and is contracted out of the State Second Pension.

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 Pensions Scheme Regulations 2013 (as amended)
- the Local Government Pensions Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended)
- the Local Government Pensions Scheme (Management and Investment of Funds) Regulations 2009

The Fund is overseen by the Kent County Council Superannuation Fund Committee which is a committee of Kent County Council.

Membership

Membership of the LGPS is voluntary and employees are free to choose whether to join or remain in the scheme or to make personal arrangements outside the scheme. Employing Bodies include Scheduled Bodies which are Local Authorities and similar bodies whose staff are automatically entitled to be members of the Fund; and Admitted Bodies which participate in the Fund by virtue of an admission agreement made between the Authority and the relevant body. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following a specific business transfer to the private sector.

There are 472 employing bodies participating in the Fund and the profile of members is as detailed below:

	Contributors		Pensioners		Deferred pensioners	
	31Mar 2015	31Mar 2014	31Mar 2015	31Mar 2014	31Mar 2015	31Mar 2014
Kent County Council	22,706	21,033	19,135	18,342	22,581	21,225
Other Employers	25,962	23,884	16,782	16,499	18,953	18,552
Total	48,668	44,917	35,917	34,841	41,534	39,777

Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the fund and range from 5.5% to 12.5% of pensionable pay for the financial year ending 31 March 2015. Employee contributions are matched by employers' contributions which are determined by the Fund's actuary based on triennial actuarial funding valuations at a level necessary to assure that the Fund is able to meet 100% of its existing and prospective liabilities. Any shortfall is being spread over a period of up to a maximum of 20 years. The last triennial valuation was at 31st March 2013 and the employer contribution rate then certified was payable from 1st April 2014.

The 2013 valuation certified a common contribution rate of 20% of pensionable pay to be paid by each employing body participating in the Kent Pension Fund. In addition to this, each employing body has to pay an individual adjustment to reflect its own particular circumstances and funding position within the Fund. Details of each employer’s contribution rate are contained in the Statement to the Rates and Adjustment Certificate in the triennial valuation report.

Benefits

Pension benefits under the LGPS are based on the following:

	Service pre April 2008	Membership from 1 April 2008 to 31 March 2014	Membership from 1 April 2014
Pension	1/80 x final pensionable salary	1/60 x final pensionable salary	1/49 (or 1/98 if opted for 50/50 section)
Lump sum	Automatic lump sum of 3/80 x final pensionable 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.	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.

There is a range of other benefits provided under the scheme including early retirement, ill health pensions and death benefits. For more details, please refer to the Kent Pension Fund website: **www.kentpensionfund.co.uk**

Pension Fund Accounts

Fund Account for the year ended 31 March

	Notes	2014-15 £000's	2013-14 £000's
Dealings with members, employers and others directly involved in the Fund			
Contributions	5	217,714	209,749
Transfers In from other pension funds	6	4,463	6,888
		222,177	216,637
Benefits	7	-207,356	-195,377
Payments to and on account of leavers	8	-70,002	-8,118
		-277,358	-203,495
Net additions from dealings with Members		**-55,181**	**13,142**
Management Expenses	9	-16,464	-16,342
Returns on Investments			
Investment Income	10	94,639	92,824
Taxes on Income		-4,062	-3,629
Profits and losses on disposal of investments and changes in the market value of investments	13a	382,846	238,566
Net Return on Investments		**473,423**	**327,761**
Net increase in the Net Assets Available for benefits during the year		**401,778**	**324,561**

Net Assets Statement as at 31 March

	Notes	2015 £000's	2014 £000's
Investment Assets		4,426,242	4,027,898
Investment Cash and Cash Equivalents		101,593	85,470
Investment Liabilities		-9,503	-694
Net Investment Assets	13	**4,518,332**	**4,112,674**
Current Assets	21	35,814	37,016
Current Liabilities	22	-15,109	-12,431
Net Assets available to fund benefits at the period end		**4,539,037**	**4,137,259**

The financial statements do not take into account liabilities to pay pensions and other benefits after the period end. The actuarial present value of promised retirement benefits (determined in accordance with IAS 19) is disclosed in note 20 to the accounts.

1. Basis of preparation

The Statement of Accounts summarises the Fund's transactions for the 2014-15 financial year and its position at 31 March 2015.

The accounts have been prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2014-15 which is based upon International Financial Reporting Standards, as amended for the UK public sector. The accounts are prepared on a going concern basis.

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. The actuarial present value of promised retirement benefits, valued on an International Accounting Standard 19 basis is disclosed at note 20 of these accounts.

2. Summary of Significant Accounting Policies

Fund Account - revenue recognition

a) Contribution income

Normal contributions, both from the members and from the employers, are accounted for on an accruals basis at the percentage rate recommended by the fund actuary in the payroll period to which they relate. Employers Deficit funding contributions are accounted for on the due dates on which they are payable under the schedule of contributions set by the scheme 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 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. 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 receipt basis and are included in 'transfers in'. Bulk transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

c) Investment income

Dividends, interest, and stock lending income on securities and rental income on property have been accounted for on an accruals basis and where appropriate from the date quoted as ex-dividend (XD). Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/losses during the year. A large number of the Fund's investments are held in income accumulating funds that do not distribute income. The accumulated income on such investments is reflected in the unit market price at the end of the year and is included in the realised and unrealised gains and losses during the year. Property related income mainly comprises of rental income. This is recognised when it becomes due.

Fund Account - expense items

d) Benefits payable

Pensions and lump-sum benefits payable include all amounts known to be due as at the year end. Any amounts due but unpaid are disclosed in the Net Assets Statement as current liabilities.

e) Taxation

The Fund has been accepted by the HM Revenue and Customs as a registered pension scheme in accordance with paragraph 1(1) of Schedule 36 to the Finance Act 2004 and, as such, qualifies for exemption from tax on interest received and from capital gains tax on proceeds of investments sold. Tax is therefore only applicable to dividend income from equity investments. Income arising from overseas investments is subject to deduction of withholding tax unless exemption is permitted by and obtained from the country of origin. Investment income is shown net of non-recoverable tax, and any recoverable tax at the end of the year is included in accrued investment income.
By virtue of Kent County Council being the administering authority, VAT input tax is recoverable on all Fund activities including investment and property expenses.

f) Investment management, administrative, governance and oversight expenses

All expenses are accounted for on an accruals basis. Costs relating to Kent County Council staff involved in the administration, governance and oversight of the Fund, and overheads are incurred by the County Council and recharged to the Fund at the end of the year. 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 value of these investments change.

Net Assets Statement

g) Financial assets

Financial assets other than debtors and cash 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. Any purchase or sale of securities is recognised upon trade and any unsettled transactions at the year-end are recorded as amounts receivable for sales and amounts payable for purchases. From the trade date any gains or losses arising from changes in the fair value of the asset are recognised by the Fund

The values of investments as shown in the Net Assets Statement have been determined as follows:

- Quoted investments are stated at market value based on the closing bid price quoted on the relevant stock exchange on the final day of the accounting period.

- Fixed interest securities are recorded at net market value based on their current yields

- Investments in unquoted property and infrastructure pooled funds are valued at the net asset value or a single price advised by the fund manager

- Investments in private equity funds and unquoted listed partnerships are valued based on the Fund's share of the net assets in the private equity fund or limited partnership using the latest financial statements published by the respective fund managers. The valuation standards followed by the managers are in accordance with the industry guidelines and the constituent management agreements. Such investments may not always be valued based on year end valuation as information may not be available, and therefore will be valued based on the latest valuation provided by the managers adjusted for cash movements to the year end.

- Pooled investment vehicles are valued at closing bid price if both bid and offer prices are published; or if single priced, at the closing single price. In the case of pooled investment vehicles that are accumulation funds, the change in market value also includes income which is reinvested in the fund.

- The Freehold and Leasehold properties were valued at open market prices in accordance with the valuation standards laid down by the Royal Institution of Chartered Surveyors. The last valuation was undertaken by Colliers International, as at 31 December 2014. The valuer's opinion of market value and existing use value was primarily derived using comparable recent market transactions on arm's length terms. The results of the valuation have then been indexed in line with the Investment Property Databank Monthly Index movement to 31 March 2015.

- Debtors / receivables and cash are measured at amortised cost using the effective interest rate method, as required by IAS 39.

h) Derivatives

The Fund uses derivative instruments to manage its exposure to specific risks arising from its investment activities. The Fund does not hold derivatives for speculative purposes. At the reporting date the Fund only held forward currency contracts. The future value of the forward currency contracts is based on market forward exchange rates at the year-end date and determined as the gain or loss that would arise if the outstanding contract were matched at the year-end with an equal and opposite contract.

i) Foreign currency transactions

Assets and liabilities in foreign currency are translated into sterling at spot market exchange rates ruling at the year-end. All foreign currency transactions including income are translated into sterling at spot market exchange rates ruling at the transaction date. All realised currency exchange gains or losses are included in investment income.

j) Cash and cash equivalents

Cash comprises cash in hand and demand deposits. 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. Cash and cash equivalents managed by fund managers and cash equivalents managed by Kent County Council are included in investments. All other cash is included in Current Assets.

k) Financial Liabilities

The Fund recognises financial liabilities other than creditors 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. Creditors are measured at amortised cost using the effective interest rate method, as required by IAS 39.

l) Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed every three years by the scheme actuary and the methodology used is in line with accepted guidelines and in accordance with IAS 19. To assess the value of the Fund's liabilities as at 31 March 2015 the actuary has rolled forward the value of the Fund's liabilities calculated for the funding valuation as at 31 March 2013. As permitted under IAS 26, 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).

m) A contingent liability arises where an event has taken place that gives the Fund 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 Fund. 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.

3. Judgements and Assumptions made in applying accounting policies

Item	Uncertainties	Effect if actual results differ from assumption
Actuarial present value of promised retirement benefits	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 assumptions to be applied.	The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.5% increase in the discount rate assumption would result in a decrease in the pension liability of £0.67m. A 0.5% increase in assumed earning inflation would increase the value of liabilities by approx. £0.10m, and a one year adjustment to the mortality age rating assumptions would reduce the liability by approx. £0.27m.
Private Equity	Valuation of unquoted private equity including infrastructure investments is highly subjective and inherently based on forward looking estimates and judgements involving many factors. They are valued by the investment managers using guidelines set out in the British Venture Capital Association.	The total private equity including infrastructure investments on the financial statements are £97m. There is a risk that this investment may be under-or-over stated in the accounts.

4. Events after the Balance Sheet date

There have been no events since 31 March 2015, up to the date when these accounts were authorised, that require any adjustment to these accounts.

5. Contributions Receivable

	2014-15 £000's	2013-14 £000's
By Category		
Employers	168,363	163,003
Members	49,351	46,746
	217,714	**209,749**
By authority		
Kent County Council	89,453	85,872
Scheduled Bodies	115,489	112,015
Admitted Bodies	12,772	11,862
	217,714	**209,749**
By type		
Employees - normal contributions	49,351	46,746
Employers - normal contributions	104,414	103,234
Employers - deficit recovery contributions	58,390	56,379
Employers - augementation contributions	5,559	3,390
	217,714	**209,749**

6. Transfers in from other pension funds

	2014-15 £000's	2013-14 £000's
Individual	4,463	6,888
Group	0	0
	4,463	**6,888**

7. Benefits Payable

	2014-15 £000's	2013-14 £000's
By Category		
Pensions	165,653	159,928
Retirement Commutation and lump sum benefits	37,811	32,501
Death benefits	3,892	2,948
	207,356	**195,377**
By authority		
Kent County Council	99,564	91,938
Scheduled Bodies	96,233	93,328
Admitted Bodies	11,559	10,111
	207,356	**195,377**

8. Payments to and on account of leavers

	2014-15 £000's	2013-14 £000's
Group transfers	64,392	0
Individual transfers	5,193	8,089
Payments for members joining state scheme	138	-3
Refunds of contributions	279	32
	70,002	**8,118**

Group transfers include a transfer of £63.7m to the Greater Manchester Pension Fund (GMPF) in respect of the Probation Service effective from 1 June 2015.

9. Management Expenses

	Notes	2014-15 £000's	2013-14 £000's
Administration costs		2,419	2,488
Governance and oversight costs		541	817
Investment management expenses	12	13,473	13,007
Audit Fees		31	30
		16,464	16,342

10. Summary of Income from Investments

	Notes	2014-15 £000's	2014-15 %	2013-14 £000's	2013-14 %
Fixed Interest Securities		14,359	15.2	13,707	14.8
Equities		46,726	49.4	47,089	50.7
Pooled Investments		12,567	13.3	13,676	14.7
Private Equity / Infrastructure		-2,240	-2.4	4,431	4.8
Property	11	16,249	17.2	12,607	13.6
Pooled Property Investments		5,941	6.3	3,845	4.2
Cash and cash equivalents		710	0.7	-2,752	-3.0
Stock Lending		327	0.3	221	0.2
Total		**94,639**	**100.0**	**92,824**	**100.0**

11. Property Income and Expenditure

	2014-15 £000's	2013-14 £000's
Rental Income from Investment Properties	19,622	14,997
Direct Operating Expenses	-3,373	-2,390
Net operating income from Property	**16,249**	**12,607**

12. Investment Expenses

	2014-15 £000's	2013-14 £000's
Investment Managers Fees	13,319	12,858
Custody fees	154	149
Total	**13,473**	**13,007**

The management fees disclosed above include all investment management fees directly incurred by the fund including those charged on pooled fund investments.

13. Investments

	Market Value as at 31 March 15 £000's	Market Value as at 31 March 14 £000's
Investment Assets		
Fixed Interest Securities	313,962	291,458
Equities	1,744,779	1,518,121
Pooled Investments	1,695,987	1,734,423
Private Equity/Infrastructure	96,958	73,486
Property	407,182	282,117
Pooled Property Investments	156,019	111,803
Derivative contracts - Forward Currency contracts	0	0
Investment Cash and cash equivalents	101,593	85,470
Investment Income due	11,355	10,637
Amounts receivable for sales	0	5,853
Total Investment Assets	**4,527,835**	**4,113,368**
Investment Liabilities		
Amounts payable for purchases	-1,510	0
Derivative contracts - Forward Currency contracts	-7,993	-694
Total Investment Liabilities	**-9,503**	**-694**
Net Investment Assets	**4,518,332**	**4,112,674**

13a. Reconciliation of movements in investments and derivatives

	Market Value as at 31 March 14 £000's	Purchases at Cost £000's	Sales Proceeds £000's	Change in Market Value £000's	Market Value as at 31 March 15 £000's
Fixed Interest Securities	291,458	28,172	-29,226	23,558	313,962
Equities	1,518,121	380,031	-318,474	165,101	1,744,779
Pooled Investments	1,734,423	221,788	-408,467	148,243	1,695,987
Private Equity/Infrastructure	73,486	25,817	-12,629	10,284	96,958
Property	282,117	88,359	-7,648	44,354	407,182
Pooled Property Investments	111,803	69,751	-40,386	14,851	156,019
	4,011,408	813,918	-816,830	406,391	4,414,887
Derivative contracts					
- Forward Currency contracts	-694	6,116,731	-6,100,485	-23,545	-7,993
	4,010,714	**6,930,649**	**-6,917,315**	**382,846**	**4,406,894**
Other Investment balances					
- Investment Cash and cash equivalents	85,470				101,593
- Amounts receivable for sales	5,853				0
- Amounts payable for purchases	0				-1,510
- Investment Income due	10,637				11,355
Net Investment Assets	**4,112,674**			**382,846**	**4,518,332**

	Market Value as at 31 March 13 £000's	Purchases at Cost £000's	Sales Proceeds £000's	Change in Market Value £000's	Market Value as at 31 March 14 £000's
Fixed Interest Securities	280,104	62,772	-26,265	-25,153	291,458
Equities	1,264,169	954,011	-790,544	90,485	1,518,121
Pooled Investments	1,764,778	1,181,315	-1,336,834	125,164	1,734,423
Private Equity/Infrastructure	58,952	16,341	-1,830	23	73,486
Property	222,027	46,119	-10,886	24,857	282,117
Pooled Property Investments	78,000	52,006	-20,826	2,623	111,803
	3,668,030	2,312,564	-2,187,185	217,999	4,011,408
Derivative contracts					
- Forward Currency contracts	2,666	5,724,998	-5,748,925	20,567	-694
	3,670,696	**8,037,562**	**-7,936,110**	**238,566**	**4,010,714**
Other Investment balances					
- Investment Cash and cash equivalents	108,532				85,470
- Amounts receivable for sales	867				5,853
- Amounts payable for purchases	-1,610				0
- Investment Income due	8,505				10,637
Net Investment Assets	**3,786,990**			**238,566**	**4,112,674**

Transaction costs are included in the cost of purchases and sales proceeds. Transaction costs include costs charged directly to the Pension Fund such as fees, commissions, stamp duty and other fees. Transaction costs incurred during the year amounted to £1,331.6k (2013-14 £980.6k). In addition to the transaction costs disclosed above, indirect costs are incurred through the bid-offer spread on investments within pooled investment vehicles. The amount of indirect costs is not separately provided to the Pension Fund.

14. Analysis of Investments (excluding cash and derivative contracts)

	Market Value as at 31 March 15 £'000's	Market Value as at 31 March 14 £'000's
FIXED INTEREST SECURITIES		
UK		
Corporate Quoted	25,500	27,777
OVERSEAS		
Public Sector Quoted	47,418	46,715
Corporate Quoted	241,044	216,966
	313,962	**291,458**
EQUITIES		
UK		
Quoted	825,228	729,769
OVERSEAS		
Quoted	919,551	788,352
	1,744,779	**1,518,121**
POOLED FUNDS		
UK		
Fixed Income Unit Trusts	237,773	220,607
Unit Trusts	593,127	740,666
OVERSEAS		
Unit Trusts	865,087	773,150
	1,695,987	**1,734,423**
PROPERTY		
UK	407,182	282,117
Property Unit Trusts		
UK	151,285	101,918
Overseas	4,734	9,885
	563,201	**393,920**
Private Equity Funds		
UK	5,593	3,764
Overseas	37,651	21,197
Infrastructure		
UK	5,543	9,984
Overseas	48,171	38,541
	96,958	**73,486**
TOTAL	**4,414,887**	**4,011,408**

14a. Analysis of Derivative Contracts

Objectives and policy 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 investment manager.

Open forward currency contracts

In order to maintain appropriate diversification and to take advantage of overseas investment returns, a significant portion of the Fund's fixed income portfolio managed by Goldman Sachs Asset Management is invested in overseas securities. To reduce the volatility associated with fluctuating currency rates, the investment manager fully hedges the overseas, excluding emerging markets, exposure of the portfolio. This is approximately 75% of the portfolio managed by Goldman Sachs.

Settlement	Currency bought	Local value £000's	Currency sold	Local value £000's	Asset value £000's	Liability value £000's
Up to one month	USD	2,148	GBP	1,452		-5
More than one month	GBP	20,309	EUR	27,816	182	
More than one month	GBP	118,220	USD	181,521		-4,063
More than one month	GBP	118,166	USD	181,521		-4,117
More than one month	USD	248	GBP	162	5	
More than one month	USD	394	GBP	261	5	
					192	-8,185
Net forward currency contracts at 31 March 2015						**-7,993**
Prior year comparative						
Open forward currency contracts at 31 March 2014					1	-695
Net forward currency contracts at 31 March 2014						**-694**

14b. Property Holdings

	Year ending 31 March 15 £000's	Year ending 31 March 14 £000's
Opening Balance	282,117	222,027
Additions	88,360	46,119
Disposals	-7,648	-10,886
Net increase in market value	44,354	24,857
Closing Balance	**407,183**	**282,117**

There are no restrictions on the realisability of the property or the remittance of income or proceeds on disposal and the fund is not under contractual obligation to purchase construct or develop these properties.

The future minimum lease payments receivable by the fund are as follows:

	Year ending 31 March 15 £000's	Year ending 31 March 14 £000's
Within one year	20,132	16,101
Between one and five years	63,677	53,669
Later than five years	84,150	82,510
	167,959	**152,280**

15. Investments analysed by Fund Manager

	Market Value as at 31 March 2015		Market Value as at 31 Mar 2014	
	£000's	%	£000's	%
Baillie Gifford	871,881	19.3	751,405	18.4
DTZ	459,706	10.2	368,975	9.0
Fidelity	64,352	1.4	25,733	0.6
Goldman Sachs	324,910	7.2	310,429	7.5
HarbourVest	37,651	0.8	21,197	0.5
Henderson	5,543	0.1	9,984	0.2
Impax	31,579	0.7	30,196	0.7
Kames	40,278	0.9	0	0.0
M&G	216,945	4.8	200,749	4.9
Partners Group	48,171	1.1	38,541	0.9
BMO (Pyrford)	196,588	4.4	183,481	4.5
Sarasin	173,843	3.8	149,775	3.6
Schroders	1,221,200	27.0	1,110,996	27.1
State Street Global Advisors	559,679	12.4	884,265	21.5
YFM	5,593	0.1	3,764	0.1
Kent County Council Investment Team	44,331	1.0	23,184	0.5
Woodford Investments	216,082	4.8	0	0.0
	4,518,332	100	4,112,674	100

All the external fund managers above are registered in the United Kingdom.

15a. Single investments 5% or more by value of their asset class

	31 March 2015	
Asset Class / Investments	£000's	% (of asset class)
Pooled Funds		
UK Fixed Income Unit Trusts		
Schroder Institutional Stlg Broadmarket 'X' Acc	126,356	15.2
SISF Strategic Bond GBP Hedged	111,417	13.4
UK Unit Trusts		
MPF UK Equity Index Sub-Fund	352,052	42.4
CF Woodford Equity Income Fund	216,082	26.0
Overseas Unit Trusts		
BMO Investments (Ireland PLC) Global Total Return-Pyrford	196,588	22.7
M&G Global Dividend Fund	216,945	25.1
MPF International Equity Index Sub-Fund	207,627	24.0
Schroder GAV Unit Trust	212,347	24.5
Property Unit Trusts		
L & G Leisure	9,158	5.9
Fidelity	64,352	41.2
Kames	39,663	25.4
Hercules	10,456	6.7
IPIF	9,172	5.9
Lothbury	9,584	6.1

Asset Class / Investments		31 March 2015 £000's	% (of asset class)
Private Equity and infrastructure funds			
Private Equity			
UK			
Chandos Fund (YFM)		3,589	8.3
Overseas			
HIPEP VI- Cayman		17,439	40.3
HarbourVest Partners IX		20,212	46.7
Infrastructure			
UK			
Henderson Secondary PFI Fund I		5,543	10.3
Overseas			
Partners Group Global Infrastructure 2009		36,680	68.3
Partners Group Direct Infrastructure 2011		11,491	21.4
Property			
Location	**Type of Property**		
3-5 Charing Cross Road, London	Office	23,483	5.8
Drury House, London	Office	34,885	8.6
49/59 Battersea Park Road, London	Industrial	23,989	5.9
Lakeside Village, Doncaster	Mixed Use	31,405	7.7
151-161 Kensington High Street	Retail	24,250	6.0
The Sanctuary	Office	22,740	5.6
Colingdale Retail Park	Retail	22,683	5.6

16. Stock Lending

The Custodians undertake a conservative programme of stock lending to approved UK counterparties against non cash collateral mainly comprising of Sovereigns and Treasury Bonds.

The amount of securities on loan at year end, analysed by asset class and a description of the collateral is set out in the table below.

Loan Type	Market Value £000's	Collateral Value £000's	Collateral type
Equities	100,690	106,730	Sovereigns, Treasury Bills, Bonds & Notes
Bonds	10,824	11,523	Sovereigns, Treasury Bills, Bonds & Notes
	111,514	**118,253**	

17. Financial Instruments

17a. Classification of Financial Instruments

The following table analyses the carrying amounts of financial assets and liabilities by category and Net Assets Statement heading.

	31 March 15			31 March 14		
	Designated as fair value through profit and loss	Loans and receivables	Financial liabilities at amortised cost	Designated as fair value through profit and loss	Loans and receivables	Financial liabilities at amortised cost
	£000's	£000's	£000's	£000's	£000's	£000's
Financial Assets						
Fixed Interest Securities	313,962			291,458		
Equities	1,744,779			1,518,121		
Pooled Investments	1,695,987			1,734,423		
Property Pooled Investments	156,019			111,803		
Private Equity/Infrastructure	96,958			73,486		
Derivative contracts	0			0		
Cash & Cash equivalents		102,622			89,836	
Other Investment Balances	11,355			16,490		
Debtors/ Receivables		34,785			32,649	
	4,019,060	**137,407**	**0**	**3,745,781**	**122,485**	**0**
Financial Liabilities						
Derivative contracts	-7,993			-694		
Other Investment balances	-1,510					
Creditors			-15,109			-12,431
	-9,503	**0**	**-15,109**	**-694**	**0**	**-12,431**
Total	**4,009,557**	**137,407**	**-15,109**	**3,745,087**	**122,485**	**-12,431**

17b. Net Gains and Losses on Financial Instruments

	31 March 15	31 March 14
	£000's	£000's
Financial assets		
Fair value through profit and loss	338,492	213,709
Total	**338,492**	**213,709**

17c. Fair Value of Financial Instruments and Liabilities

The following table summarises the carrying values of the financial assets and financial liabilities by class of instrument compared with their fair values.

	31 March 15		31 March 14	
	Carrying value	Fair Value	Carrying value	Fair Value
	£000's	£000's	£000's	£000's
Financial assets				
Fair value through profit and loss	4,019,060	4,019,060	3,745,781	3,745,781
Loans and Receivables	137,407	137,407	122,485	122,485
Total Financial assets	**4,156,467**	**4,156,467**	**3,868,266**	**3,868,266**
Financial liabilities				
Fair value through profit and loss	-9,503	-9,503	-694	-694
Financial Liabilities at amortised cost	-15,109	-15,109	-12,431	-12,431
Total Financial liabilities	**-24,612**	**-24,612**	**-13,125**	**-13,125**

17d. Valuation of Financial Instruments carried at Fair Value

Level 1
Financial instruments at Level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Investments include quoted equities, quoted fixed interest securities, quoted index linked securities and quoted unit trusts.

Level 2
Financial instruments at Level 2 are those where quoted market prices are not available or where valuation techniques are used to determine fair value. These techniques use inputs that are based significantly on observable market data. Investments include unquoted Unit Trusts and Property Unit Trusts.

Level 3
Financial instruments at Level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data. They include private equity and infrastructure investments the values of which are based on valuations provided by the General Partners to the funds in which the Pension Fund has invested.

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

Values at 31 March 2015	Quoted market price Level 1	Using observable inputs Level 2	With significant unobservable inputs Level 3	Total
	£000's	£000's	£000's	£000's
Financial Assets				
Financial assets at fair value through profit and loss	3,766,083	156,019	96,958	4,019,060
Financial Liabilities				
Financial liabilities at fair value through profit and loss	-9,503	0	0	-9,503

Values at 31 March 2014	Quoted market price Level 1	Using observable inputs Level 2	With significant unobservable inputs Level 3	Total
	£000's	£000's	£000's	£000's
Financial Assets				
Financial assets at fair value through profit and loss	3,560,492	111,803	73,486	3,745,781
Financial Liabilities				
Financial liabilities at fair value through profit and loss	-694	0	0	-694

18. Nature and extent of Risks Arising From Financial Instruments

Risk and risk management

The Fund's primary long-term risk is that the Fund's assets will fall short of its liabilities (ie promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value 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 the Fund's 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 Superannuation Fund Committee. Risk management policies are established to identify and analyse the risks faced by the Council's pensions operations. Policies are reviewed regularly to reflect changes in activity and in market conditions.

a) 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 equity 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, whilst optimising the return on risk. In general, excessive volatility in market risk is managed through diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risks, the Council and its investment advisors undertake appropriate monitoring of market conditions and benchmark analysis.

The Fund has a strategic allocation to Equities at 64% and this is typical of local authority funds. It does mean that returns are highly correlated with equity markets.

Other price risk

Other 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 is exposed to security and derivative price risks. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital. Except for shares sold short, the maximum risk resulting from financial instruments is determined by the fair value of the financial instruments. Possible losses from shares sold short is unlimited. The Fund's investment managers mitigate this price risk through diversification and the selection of securities and other financial instruments is monitored by the Council to ensure it is within limits specified in the fund investment strategy.

Other price risk - sensitivity analysis

Following analysis of historical data and expected investment return movement during the financial year, in consultation with the Fund's investment advisors, the Council has determined that the following movements in market price risk are reasonably possible for the 2015-16 reporting period.

Asset Type	**Potential Market Movements (+/-)**
UK Equities	11.10%
Overseas Equities	15.50%
Global Pooled Equities inc UK	15.50%
Bonds	3.90%
Property	10.60%
Alternatives	0.50%

The potential price changes disclosed above are based on predicted volatilities calculated based on our experience of returns of our investments over a period of 3 years. The analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same. 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 in the market price would have been as follows (the prior year comparator is shown below):

Asset Type	Value as at 31 March 15 £000's	Percentage change %	Value in increase £000's	Value on decrease £000's
Cash and cash equivalents	101,593	0.00	101,593	101,593
Investment portfolio assets:				
UK Equities	825,228	11.10	916,828	733,627
Overseas Equities	919,551	15.50	1,062,082	777,021
Global Pooled Equities inc UK	1,458,214	15.50	1,684,237	1,232,191
Bonds incl Fixed Income Funds	551,735	3.90	573,253	530,218
Property Pooled Funds	156,019	10.60	172,557	139,481
Private Equity	43,244	0.50	43,461	43,028
Infrastructure Funds	53,714	0.50	53,982	53,445
Net derivative assets	-7,993	0.00	-7,993	-7,993
Investment income due	11,355	0.00	11,355	11,355
Amounts receivable for sales	0	0.00	0	0
Amounts payable for purchases	-1,510	0.00	-1,510	-1,510
Total	**4,111,150**		**4,609,845**	**3,612,456**

Asset Type	Value as at 31 March 14	Percentage change	Value on increase	Value on decrease
	£000's	%	£000's	£000's
Cash and cash equivalents	85,470	0.00	85,470	85,470
Investment portfolio assets:				
UK Equities	729,769	11.10	810,773	648,765
Overseas Equities	788,352	15.50	910,547	666,157
Global Pooled Equities inc UK	1,513,816	15.50	1,748,457	1,279,175
Bonds incl Fixed Income Funds	512,065	3.90	532,036	492,094
Property Pooled Funds	111,803	10.60	123,654	99,952
Private Equity	24,961	0.50	25,086	24,836
Infrastructure Funds	48,525	0.50	48,768	48,282
Net derivative assets	-694	0.00	-694	-694
Investment income due	10,637	0.00	10,637	10,637
Amounts receivable for sales	5,853	0.00	5,853	5,853
Amounts payable for purchases	0	0.00	0	0
Total	**3,830,557**		**4,300,587**	**3,360,527**

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 Fund's interest rate risk is routinely monitored by the Council and its investment advisors in accordance with the Fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks. The Fund's direct exposure to interest rate movements as at 31 March 2015 and 31 March 2014 are set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value.

Asset Type	31 March 15	31 March 14
	£000	£000
Cash and cash equivalents	101,593	85,470
Cash Balances	1,029	4,366
Fixed Interest Securities		
- Directly held securities	313,962	291,458
- Pooled Funds	237,773	220,607
Total	**654,357**	**601,901**

Interest rate risk - sensitivity analysis

The Council recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. A 100 basis point (BPS) movement in interest rates is consistent with the level of sensitivity applied as part of the Fund’s risk management strategy. The Fund’s investment advisor has advised that long-term average rates are expected to move less than 100 basis points from one year to the next and experience suggests that such movements are likely. The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 100 BPS change in interest rates:

Asset Type	Carrying amount as at 31 March 15	Change in year in the net assets available to pay benefits	
		+100bps	-100bps
	£000's	£000's	£000's
Cash and cash equivalents	101,593	1,016	-1,016
Cash Balances	1,029	10	-10
Fixed Interest Securities			
- Directly held securities	313,962	-3,140	3,140
- Pooled Funds	237,773	-2,378	2,378
Total change in assets available	**654,357**	**-4,492**	**4,492**

Asset Type	Carrying amount as at 31 March 14	Change in year in the net assets available to pay benefits	
		+100bps	-100bps
	£000's	£000's	£000's
Cash and cash equivalents	85,470	855	-855
Cash Balances	4,366	43	-43
Fixed Interest Securities			
- Directly held securities	291,458	-2,915	2,915
- Pooled Funds	220,607	-2,206	2,206
Total change in assets available	**601,901**	**-4,223**	**4,223**

Changes to both the fair value of assets and the income received from investments impact on the net assets available to pay benefits. The analysis demonstrates that a 1% increase in interest rates will not affect the interest received on fixed interest assets but will reduce their fair value and vice versa. Changes in interest rates do not impact on the value of cash/cash equivalent balances but they will affect interest income received on those balances.

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. Through their investment managers, the Fund holds both monetary and non-monetary assets denominated in currencies other than £UK, the functional currency of the Fund. Most of these assets are not hedged for currency risk. The Fund is exposed to currency risk on these financial instruments. However, a large part (£241m) of the assets managed by Goldman Sachs Asset Management held in non £UK currencies is hedged for currency risk through forward currency contracts. The Fund's currency rate risk is routinely monitored by the Council and its investment advisors in accordance with the Fund's risk management strategy, including monitoring the range of exposure to current fluctuations. The following table summarises the Fund's currency exposure excluding the hedged investments as at 31 March 2015 and as at the previous period end:

Currency exposure - asset type	Asset value as at 31 March 15	Asset value as at 31 March 14
	£000's	£000's
Overseas Equities	919,551	788,352
Overseas Pooled Funds	865,087	783,035
Overseas Bonds	47,418	46,715
Overseas Private Equity, Infrastructure and Property funds	90,556	59,738
Non GBP Cash	18,731	11,959
Total overseas assets	**1,941,343**	**1,689,799**

Currency risk - sensitivity analysis

Following analysis of historical data and expected currency movement during the financial year, in consultation with the fund's investment advisors, the Council has determined that the following movements in the values of financial assets denominated in foreign currency are reasonably possible for the 2015-16 reporting period. This analysis assumes that all other variables, in particular interest rates, remain constant. A relevant strengthening/weakening of the pound against various currencies in which the Fund holds investments would increase/decrease the net assets available to pay benefits as follows:

Currency exposure - asset type	Asset value as at 31 March 15	Change to net assets available to pay benefits	Change to net assets available to pay benefits
		+4.8%	-4.8%
	£000's	£000's	£000's
Overseas Equities	919,551	963,690	875,413
Overseas Pooled Funds	865,087	906,611	823,563
Overseas Bonds	47,418	49,694	45,142
Overseas Private Equity, Infrastructure and Property funds	90,556	94,903	86,209
Non GBP Cash	18,731	19,630	17,832
Total change in assets available	**1,941,343**	**2,034,528**	**1,848,159**

Currency exposure - asset type	Asset value as at 31 March 14	Change to net assets available to pay benefits	Change to net assets available to pay benefits
		+4.7%	-4.7%
	£000's	£000's	£000's
Overseas Equities	788,352	825,404	751,299
Overseas Pooled Funds	783,035	819,837	746,232
Overseas Bonds	46,715	48,911	44,519
Overseas Private Equity, Infrastructure and Property funds	59,738	62,545	56,930
Non GBP Cash	11,959	12,521	11,397
Total change in assets available	**1,689,799**	**1,769,218**	**1,610,377**

b) 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 financial 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, where the risk equates to the net market value of a positive derivative position. However, the selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

Contractual credit risk is represented by the net payment of a receipt that remains outstanding, and the cost of replacing the derivative position in the event of a counterparty default. The residual risk is minimal due to the various insurance policies held by the exchanges to cover defaulting counterparties.

Deposits are not made with banks and financial institutions unless they are rated independently and meet the Council's credit criteria. The Council has also set limits as to the maximum amount that may be placed with any one financial institution. The Fund's cash was held with the following institutions:

	Rating	Balance as at 31 March 15 £000's	Balance as at 31 March 14 £000's
Money Market Funds			
JP Morgan Sterling Liquidity Fund	**AAAm**	23,330	38,188
Blackrock Sterling Government Liquidity Fund	**AAAm**	133	0
Goldman Sachs Liquid Reserve Government Fund	**AAAm**	15,101	15,614
Aviva Investors Sterling Liquidity Fund	**AAAm**	14,346	0
Deutsche Managed Sterling Fund	**AAAm**	30	0
HSBC Global Liquidity Fund	**AAAm**	41	0
LGIM Liquidity Fund	**AAAm**	14,944	0
SWIP Global GBP Liquidity Fund	**AAAm**	0	933
Insight Sterling Liquidity Fund	**AAAm**	4,753	20,004
		72,678	**74,739**
Bank Deposit Accounts			
HSBC BIBCA	**AA-**	10,021	2,001
NatWest SIBA	**A**	0	112
		10,021	**2,113**

	Rating	Balance as at 31 March 15 £000's	Balance as at 31 March 14 £000's
Bank Current Accounts			
Natwest Current Account	**A**	44	103
Natwest Current Account - Euro	**A**	95	3,310
Natwest Current Account - USD	**A**	0	2
JP Morgan Chase - Current Account	**A+**	18,894	8,618
Barclays - DTZ client monies account	**A**	890	950
		19,923	**12,983**
Total		**102,622**	**89,835**

c) 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.

Management prepares periodic cash flow forecasts to understand and manage the timing of the Fund's cash flows. The appropriate strategic level of cash balances to be held forms part of the fund investment strategy.
All financial liabilities at 31 March 2015 are due within one year.

Refinancing risk

The key risk is that the Council will be bound to replenish a significant proportion of its Pension Fund financial instruments at a time of unfavourable interest rates. The Council does not have any financial instruments that have a refinancing risk as part of its treasury management and investment strategies.

19. Funding Arrangements

In line with Local Government Pension Scheme (Administration) Regulations 2008, 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 2013.

The key elements of the funding policy are:

- To ensure the long-term solvency of the Fund and ensure that sufficient funds are available to meet all the benefits as they fall due for payment
- To ensure employer contribution rates are as stable as possible
- To minimise the long term cost of the scheme by recognising the link between assets and liabilities and adopting an investment strategy that balances risk and return
- To reflect the different characteristics of employing bodies in determining contribution rates where the administering authority considers it reasonable to do so

At the 2013 valuation a maximum deficit recovery period of 20 years is used for all employers. Shorter recovery periods have been used where affordable. This will provide a buffer for future adverse experience and reduce the interest cost paid by employers. For Transferee Admission Bodies the deficit recovery period is set equal to the future working life of current employees or the remaining contract period, whichever is the shorter.

The market value of the Fund's assets at the valuation date was £3,813m and the liabilities were £4,570m. The assets therefore, represented 83% (2010 - 77%) of the Fund's accrued liabilities, allowing for future pay increases.

The contribution rate for the average employer, including payments to target full funding has decreased from 20.8% to 20.0% of pensionable salaries. This is partly due to an anticipated reduction in the cost of future benefit accrual as well as the improvement in funding position. Where the implied rate was judged to be significantly higher than the current rate, if appropriate, rates will be increased gradually to come into line with the full recalculated rate within 3 years.

The actuarial valuation has been undertaken on the projected unit method. At individual employer level the projected unit method has been used where there is an expectation that new employees will be admitted to the Fund. The attained age method has been used for employers who do not allow new entrants. These methods assess the costs of benefits accruing to existing members during the year following valuation and the remaining working lifetime respectively, allowing for future salary increases. The resulting contribution rate is adjusted to allow for any differences in the value of accrued liabilities and the market value of assets.

The main actuarial assumptions were as follows:

Valuation of Assets: assets have been valued at a 6 month smoothed market rate

	Expected	Actual
Rate of return on investments (discount rate)	6.0% p.a.	11.0% pa
Rate of general pay increases	2.7% p.a.	1.0% pa
Rate of increases to pensions in payment (in excess of guaranteed minimum pension):	2.7% p.a.	-0.8% pa

20. Actuarial Present Value of Promised Retirement Benefits

In addition to the triennial funding valuation, the fund's actuary undertakes a valuation of the fund's 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.

The actuarial present value of promised retirement benefits as at 31 March 2015 was £7,676.6m (31 March 2014: £6,323.3m). The Fair Value of the Scheme assets at Bid Value being £4,539.0m (31 March 2014: £4,137.3m) the Fund has a net liability of £3,137.6m as at 31 March 2015 (31 March 2014: £2,186m). The Fund accounts do not take account of liabilities to pay pensions and other benefits in the future. Based on the latest valuation, the fair value of net assets of the Fund represents 59% of the actuarial valuation of the promised retirement benefits. Future liabilities will be funded from future contributions from employers.

The liability above is calculated on an IAS 19 basis and therefore differs from the results of the 2013 triennial funding valuation because IAS 19 stipulates a discount rate rather than a rate which reflects a market rate.

Assumptions used:	**% p.a.**
Salary increase rate	4.2%
Inflation/Pensions increase rate	2.4%
Discount rate	3.3%

21. Current Assets

		31 March 2015 £000's		31 March 2014 £000's
Debtors				
- Contributions due - Employees	4,003		3,560	
- Contributions due - Employers	20,415		22,012	
- Sundry debtors	4,998		1,401	
Total External Debtors		29,416		26,973
Amounts due from Kent County Council		5,369		5,677
Cash		1,029		4,366
		35,814		37,016
Analysis of External Debtors				
Other Local Authorities		24,994		22,709
Other Entities and individuals		4,422		4,264
		29,416		26,973

22. Current Liabilities

		31 March 2015 £000's		31 March 2014 £000's
Creditors				
- Benefits Payable	6,345		5,250	
- Sundry Creditors	5,499		4,417	
Total External Creditors		11,844		9,667
Owing to Kent County Council		3,265		2,764
Total		15,109		12,431
Analysis of External Creditors				
Central Government Bodies		0		179
Other Local Authorities		5,700		5,158
Other Entities and individuals		6,144		4,330
Total		11,844		9,667

23. Additional Voluntary Contributions

Scheme members have the option to make additional voluntary contributions to enhance their pension benefits. In accordance with regulation 4(2)(b) of the LGPS (Management and Investment of Funds) Regulations 2009, these AVC contributions are not included within the Pension Fund Accounts. These contributions are paid to the AVC provider directly by the employer and are invested separately from the Pension Fund, with either Equitable Life Assurance Company, Prudential Assurance Company or Standard Life Assurance Company. These amounts are included within the disclosure note figures below.

	Prudential		Standard Life		Equitable Life	
	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14
	£000's	£000's	£000's	£000's	£000's	£000's
Value at 1 April	6,016	5,440	1,967	2,045	862	936
Value at 31 March	6,235	6,016	2,061	1,967	782	862
Contributions paid	1,245	1,162	153	137	3	3

24. Related Party Transactions

Under FRS 8 'Related Party Disclosures' it is a requirement that material transactions with related parties, not disclosed elsewhere, should be included in a note to the financial statements. During the year each member of the Kent County Council Superannuation Fund Committee is required to declare their interests at each meeting. None of the members of the Committee or senior officers undertook any material transactions with the Kent Pension Fund.

	2014-15	2013-14
	£000's	£000's
Kent County Council is the largest single employer of members of the Pension Fund and during the year contributed:	66,014	65,061
A list of all contributing employers and amount of contributions received is included in the Fund's annual report available on the pension fund website at:www.kentpensionfund.co.uk		
Charges from Kent County Council to the Kent Pension Fund in respect of pension administration, governance arrangments, investment monitoring, legal and other services.	2,889	2,910
Year end balance due from Kent County Council arising out of transactions between Kent County Council and the Pension Fund	2,103	2,913

Key management personnel

The employees of Kent County Council who held key positions in the financial management of the Kent Pension Fund during 2014-15 were the Corporate Director of Finance and Procurement, the Head of Financial Services, the Treasury and Investments Manager and the Pensions Manager. Details of officers' remuneration and members' allowances can be found in the accounts of Kent County Council under notes 6 and 7.

25. Contingent Liabilities and Contractual Commitments

Outstanding capital commitments (investments) as at 31 March 2015 totalled £107.3m (31 March 2014: £112m)

These commitments relate to outstanding call payments due on unquoted property funds and unquoted limited partnership funds held in private equity and infrastructure parts of the portfolio. The amounts 'called' by these funds are irregular in both size and timing over the life of each fund.

26. Contingent Assets

40 admitted body employers in the Kent Fund hold insurance bonds to guard against the possibility of being unable to meet their pension obligations. These bonds are drawn in favour of the pension fund and payment will only be triggered in the event of employer default.

Independent Auditor's Report to the Members of Kent County Council

Opinion on the Authority Financial statements

We have audited the financial statements of Kent County Council for the year ended 31 March 2015 under the Audit Commission Act 1998. The financial statements comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet , Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15.

This report is made solely to the members of Kent County Council, as a body, in accordance with Part II of the Audit Commission Act 1998 and as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority

Respective responsibilities of the Corporate Director of Finance and Procurement and auditor

As explained more fully in the Statement of the Director of Finance and Procurement's Responsibilities, the Director of Finance and Procurement is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards also require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

• give a true and fair view of the financial position of Kent County Council as at 31 March 2015 and of its expenditure and income for the year then ended; and

• have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15 and applicable law.

Opinion on other matters

In our opinion, the information given in the explanatory foreword for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

We are required to report to

• in our opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007; or

• we issue a report in the public interest under section 8 of the Audit Commission Act 1998; or

• we designate under section 11 of the Audit Commission Act 1998 a recommendation as one that requires the Authority to consider it at a public meeting and to decide what action to take in response; or

• we exercise any other special powers of the auditor under the Audit Commission Act 1998.

We have nothing to report in these respects.

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

Respective responsibilities of the Authority and the auditor

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

We are required under Section 5 of the Audit Commission Act 1998 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the Audit Commission in October 2014.

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

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

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria, published by the Audit Commission in October 2014, as to whether the Authority has proper arrangements for:

• securing financial resilience; and

• challenging how it secures economy, efficiency and effectiveness.

The Audit Commission has determined these two criteria as those necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2015.

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

Conclusion

On the basis of our work, having regard to the guidance on the specified criteria published by the Audit Commission in October 2014, we are satisfied that, in all significant respects, Kent County Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2015.

Delay in certification of completion of the audit

We are required to give an opinion on the consistency of the pension fund financial statements of Kent Pension Fund included in the Pension Fund Annual Report with the pension fund financial statements included in the Statement of Accounts. The Local Government Pension Scheme Regulations 2013 require authorities to publish the Pension Fund Annual Report by 1 December 2015. As the Authority has not prepared the Pension Fund Annual Report at the time of this report we have yet to issue our report on the consistency of the pension fund financial statements. Until we have done so, we are unable to certify that we have completed the audit of the financial statements in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Paul Hughes
Director
for and on behalf of Grant Thornton UK LLP, Appointed Auditor
Grant Thornton LLP
Grant Thornton House
Melton Street
Euston Square
London NW1 2EP

23 July 2015

Opinion on the pension fund financial statements

We have audited the pension fund financial statements of Kent County Council for the year ended 31 March 2015 under the Audit Commission Act 1998. The pension fund financial statements comprise the Fund Account, the Net Assets Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15.

This report is made solely to the members of Kent County Council, as a body, in accordance with Part II of the Audit Commission Act 1998 and as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Independent Auditor's Report to the Members of Kent County Council

Respective responsibilities of the Corporate Director of Finance and Procurement and auditor

As explained more fully in the Statement of Responsibilities of the Corporate Director of Finance and Procurement, the Corporate Director of Finance and Procurement is responsible for the preparation of the Authority's Statement of Accounts, which include the pension fund financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the pension fund financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards also require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the pension fund financial statements

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

Opinion on the pension fund financial statements

In our opinion the pension fund's financial statements:

• give a true and fair view of the financial transactions of the pension fund during the year ended 31 March 2015 and of the amount and disposition of the fund's assets and liabilities as at 31 March 2015 and

• have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2014-15 and applicable law.

Opinion on financial statements

In our opinion, the information given in the foreword for the financial year for which the pension fund financial statements are prepared is consistent with the pension fund financial statements.

Emily Hill
Associate Director
for and on behalf of Grant Thornton UK LLP, Appointed Auditor
Grant Thornton LLP
Grant Thornton House
Melton Street
Euston Square
London NW1 2EP

23 July 2015

Scope of Responsibility

Kent County Council is responsible for ensuring that its business is conducted in accordance with the law and recognised standards of good practice, and that public money is safeguarded and properly accounted for. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, including the management of risk.

The Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE framework guidance: Delivering Good Governance in Local Government. The Annual Governance Statement (AGS) explains how the Council has complied with the Code and during the past year and also meets the requirements of regulation 4(3) of the Accounts and Audit Regulations 2011 in relation to the publication of a statement of internal control.

Governance is about how the Council ensures it is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, cultures and values by which the Council is directed and controlled. The Council has responsibility for conducting an annual review of the effectiveness of its governance framework, including the system of internal control.

All Corporate Directors have a range of duties to ensure that their directorates are run efficiently, effectively and with proper risk management and governance arrangements, including a sound system of control. As part of the AGS process, each Corporate Director is specifically required to confirm that this system is in place. They are also required to review internal controls to ensure they are adequate and effective taking into account the following:As part of the AGS process, each Corporate Director is specifically required to confirm that this system is in place. They are also required to review internal controls to ensure they are adequate and effective taking into account the following:

(i) Outcomes from risk assessment and evaluation
(ii) Self-assessment of key service areas within the directorate
(iii) Internal audit reports and results of follow ups regarding implementation of recommendations
(iv) Outcomes from reviews of services by other bodies, including Inspectorates, external auditors, etc.
(v) Linkage between business planning and the management of risk

Separate submissions are provided by the Statutory Officers (the Head of Paid Service, the Monitoring Officer and the Section 151 Officer, Director of Adult Social Services and Director of Children's Services) in respect of issues that they are aware of for the Council as a whole. Corporate Directors put in place an action plan for each issue detailed in their AGS submission as soon as that issue is identified. Their action plans must include:

(i) an accountable officer
(ii) a specific timescale
(iii) the detailed action to be taken
(iv) updates on progress throughout the year

In addition, the Director of Governance & Law completed the annual review of the Code of Corporate Governance during 2013-14. The Code of Corporate Governance is included at Appendix 10 of the Constitution.

The Purpose of the Governance Framework

The governance framework comprises the systems and processes for the direction and control of the Council and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to achievement of Kent County Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised, the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place within Kent County Council for the year ended 31 March 2015 and up to the date of approval of the annual report and accounts.

The Governance Framework

The Council sets out clearly its vision and purpose, with clarity on outcomes for residents. It engages with stakeholders to ensure robust public accountability through the following actions:

(i) Focusing on the purpose of the Council and on outcomes for the community, and creating and implementing a Vision for the local area

(ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles

(iii) Promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behavior

(iv) Taking informed and transparent decisions which are subject to effective scrutiny, and managing risk

(v) Developing the capacity and capability of members and officers to be effective

(vi) Engaging with local people and other stakeholders to ensure robust public accountability.

The Council's governance environment is consistent with the six core principles of the CIPFA/SOLACE framework. For each principle we have described the Councils relevant governance mechanism and associated sources of assurance:

Principle	Description of Governance Mechanism	Assurances Received
1. Focusing on the purpose of the Council and on outcomes for the community and implementing a Vision for the local area : Exercising strategic leadership by developing and clearly communicating the Council's purpose and vision, and its intended outcomes for citizens and service users. Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning. Ensuring the Council makes best use of resources, and that tax payers and service users receive excellent value for money.	• Develop and promote our purpose and vision to be used as a basis for corporate and service planning • Regularly review our vision for the local area and its impact on our governance and financial arrangements • Ensure that partnerships work to a common vision which all parties understand/agree • Publish annual reports communicating our activities and achievements, financial position and performance • Measure quality of service, and ensure availability of information needed to effectively review our service quality • Put in place effective procedures to identify and address failures in service delivery, including complaints and consultation mechanisms for our service users • Measure value for money, and ensure that we have the information needed to review value for money and performance effectively • Measure of the environmental impact of our policies, plans and decisions	A quarterly performance report is published showing how our services are performing against key performance indicators. Externally reported data; Government Single Data list; and CIPFA benchmarking. Strategic and service data published online to enable residents to hold the Council to account. Internal Audit Plan linked to the overall objectives of the Council and the risks to their achievement. Employment appraisals linked to the Council's strategic objectives.

Principle	Description of Governance Mechanism	Assurances Received
		Results of consultations e.g. Libraries, Registration and Archive Service, Customer Service Policy, Community Warden Service, various school expansions and many others set out on a dedicated web page. Attendance of staff and managers at engagement sessions. Staff and managers accessing information on KNet. The KCC Annual Complaints, Comments and Compliments Report is presented to Governance & Audit Committee each year. The Kent Environment Board, chaired by the Corporate Director Growth Environment & Transport, consists of representatives from all Directorates. This group receives regular updates on progress on the delivery of KCC's commitments in the Kent Environment Strategy. The group also shares, disseminates and promotes improvements in performance to ensure KCC's compliance with ISO14001. Information available on KNet. Various policies, procedures and other documentation are available on KNet : Vision for Kent 2012-2022; Facing the Challenge; Complaints & Feedback; Whistle Blowing Policy; Medium Term Financial Plan; Environment Policy; Equality Impact Assessment.

Principle	Description of Governance Mechanism	Assurances Received
2. Members and Officers working together to achieve a common purpose with clearly defined functions and roles Ensuring effective leadership throughout the Council and being clear about executive, non-executive and scrutiny functions/roles Ensuring that a constructive working relationship exists between Council Members and officers, and that the responsibilities of members and officers are carried out to a high standard Ensuring relationships between the Council and the public are clear so that each knows what to expect of each other	• A clear statement of the respective roles and responsibilities of our executive, individual executive members, and the Scrutiny function, and our approach towards putting this into practice • A clear statement of the respective roles and responsibilities of our non-executive Members, Members generally, and our senior officers • A scheme of delegation and reserved powers within our Constitution, including a formal schedule of matters specifically reserved for collective decision of the Council, taking account of relevant legislation, to be monitored and revised as required • Making the Corporate Management Team responsible and accountable to the Council for all aspects of operational management. • Protocols ensuring that the Leader and Chief Officers negotiate their respective roles and that a shared understanding of roles and objectives is maintained • Making the Section 151 Officer responsible to the Council for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control • Making the Monitoring Officer responsible to the Council for ensuring that agreed procedures are followed, and for ensuring compliance with all applicable statutes and regulations • Protocols to ensure effective communication between members and officers • Set out terms and conditions for remuneration of Members and officers, and an effective structure for managing the process, including an independent remuneration panel, and effective mechanisms for monitoring performance and service delivery • Ensuring that our vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated • When working in partnership, ensuring that our Members are clear about their roles and responsibilities, both individually and collectively in relation to the partnership and to the Council, that there is clarity about the legal status of the partnership, and that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organization to partner decisions	Regular performance reporting to Cabinet Committees provides an overview for Members of Council performance against target levels. The Performance and Evaluation Board provides assurance to Corporate Board that where agreed performance levels are not being met, appropriate action is put in place to address the shortfall. Regular reviews of the Constitution (including the Code of Corporate Governance) by the Monitoring Officer and Selection & Member Services Committee / full Council. The Selection and Member Services Committee monitors and recommends changes to the Constitution to Council. The roles and duties of the statutory officers are documented within the Constitution. The Head of Paid Service works with Members and Corporate Directors to deliver the Councils objectives. The Head of Internal Audit has given substantial assurance for risk management, internal control and the Governance Framework. County Council receives the Annual Report from the Independent Member Remuneration Panel, established under the Local Authorities Regulations 2003, and considers the panel's proposed Members Allowances Scheme.

Principle	Description of Governance Mechanism	Assurances Received
		The Director of Children's Services in responsible for education and children's social care in accordance with statutory guidance and the County Council's Accountability Protocol for the Director Children's Services and Lead Member for Children's Services as outlined in the Constitution. The Director of Public Health is responsible for ensuring that the County Council exercises its statutory public health functions as outlined in the Constitution.
3. Promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behavior Ensuring Council members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance Ensuring that organizational values are put into practice and are effective	• Ensure that our leadership sets a tone for the organization by creating a climate of openness, accountability, integrity, support and respect • Ensure that standards of conduct and personal behavior expected of our Members and officers, or work between our Members and officers, and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols • Put in place arrangements to ensure that our Members and officers are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders, and put in place appropriate processes to ensure that they continue to operate in practice • Maintain shared values including leadership values for both the Members and officers reflecting public expectations, and communicate these with our Members, officers, the community and partners • Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice • Develop and maintain an effective ethical standards regime to ensure that high standards of conduct are embedded in our culture • Use our shared values to act as a guide for decision making, and as a basis for developing positive and trusting relationships within the Council • In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behavior both individually and collectively	Monitoring Officer reports to the Corporate Management Team and Corporate Board. Standards Committee minutes and decisions are available on KCC's website. Minutes and decisions of all committees are observed by the Monitoring and/or Head of Democratic Services. Annual Performance Review for staff explicitly links to achievement of objectives, and demonstration of relevant values and behaviours. KCC's Equalities Policy is available on the intranet. In order to gain insight to informed public opinion on the direction of travel for the next 2-3 years the following was undertaken as part of the budget consultation process: • 3 budget challenge quick questions featured on the kent.gov website;

Principle	Description of Governance Mechanism	Assurances Received
		• an on-line budgeting tool, also featured on kent.gov; • deliberative sessions were held for Kent residents and additionally a session was held with KCC staff; • a telephone interview process was also conducted with a sample of Kent residents. The Member training and development programme provides focus on, and assurance of, appropriate skills and capability. The numbers of staff grievances and appeals is low, especially given the amount of change happening within the organization. The authority has not lost any Employment Tribunal cases. The Kent Code (the code of conduct for all employees) is available on the Council's intranet. The Council's Whistle Blowing Policy is available on the Council's intranet.
4. Taking informed and transparent decisions which are subject to scrutiny and managing risk : Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	• Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances our performance overall, and that of any organization for which it is responsible • Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based • Put in place arrangements to safeguard Members and officers against conflicts of interest, and put in place appropriate processes to ensure that they continue to operate in practice • Develop and maintain an effective Governance & Audit Committee which is independent of the executive and scrutiny functions • Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	The Council has a Scrutiny Committee and a Health Overview and Scrutiny Committee with membership from the non-executive Members. Key decisions, and other significant decisions, are published in the Council's Forthcoming Executive Decision (FED) list which covers a six month period. The Kent Code of Member conduct sets out the Member's obligations in relation to the registration and declaration of Disclosable Pecuniary Interests and other significant interests.

Principle	Description of Governance Mechanism	Assurances Received
Ensuring that an effective risk management system is in place Using legal powers to the full benefit of citizens and communities in the local area	• Ensure that those making decisions for the Council or its partnerships are provided with information that is fit for purpose (relevant, timely, and giving clear explanations of technical issues and their implications) • Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately • Ensure that risk management is embedded within our culture, with Members and officers at all levels recognizing that risk management is part of their role • Ensure that arrangements are in place for whistle-blowing to which officers and all those contracting with the Council have access • Recognise the limits of lawful action and observe both the specific requirements or legislation and the general responsibilities placed on local authorities by public law	The Kent Code (the code of conduct for all employees) , which is available on the intranet, sets out the staff's obligation to declare any interests, or commitments, which may conflict with KCC's interests. The Governance & Audit Committee, which has a membership of non-executive Members, meet regularly, independently of the scrutiny functions. The complaints procedure is available on KCC's website. Delegations are set out in the Council's Constitution. There is an Executive Scheme of Delegations in place. The Council's Risk Management Policy & Strategy is reviewed annually by the Governance & Audit Committee. The Corporate Risk Register is reviewed by Corporate Board quarterly. Progress against mitigating actions for corporate risks is monitored and reported to Cabinet as part of the Quarterly Performance Report. The Corporate Risk Register is underpinned by Directorate and Divisional (or service) risk registers that are also reviewed quarterly. The authority's Whistleblowing Policy is available on the Intranet. Cabinet Committee system is in place to ensure prior consideration of proposed decisions before they are taken by the executive. The Cabinet Committees are public meetings and are webcast live to the internet.

Principle	Description of Governance Mechanism	Assurances Received
5. Developing the capacity and capability of Members and officers to be effective Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as groups Encouraging new talent for membership of the Council so that best use ca be made of individuals' skills and resources in balancing	• Provide induction programmes tailored to individual needs, and regular opportunities for Members and officers to update their knowledge • Ensure that statutory officers have the skills, resources and support necessary to perform their roles effectively, and that these roles are understood throughout the Council • Assess the skills required by our Members and officers, and make a commitments to develop those skills to enable roles to be carried out effectively • Develop skills on a continuing basis to improve performance, including the ability to scrutinize and challenge and to recognize when outside expert advice is needed • Ensure the effective arrangements are in place for reviewing the performance of our executive, and of individual Members, and addressing any training or development needs • Ensure that there are effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to, and participate in the work of the Council, including putting themselves forward for election as Members of the Council • Ensure that career structures are in place for Members and officers, to encourage participation and development	The Kent Code of Member Conduct states that all Members should be aware of and regularly updated. There is a Member training and development programme which provides focus on, and assurance of, appropriate skills and capability. Member PDP's A tailored Staff Induction programme is available for all new staff and existing staff who wish to update their knowledge. Annual Performance Review for staff explicitly links to achievement of objectives and identifies where knowledge and skills need to be updated. All public meetings are webcast and available on the KCC's website. The Kent Forum, consisting of the Leaders of Kent's 14 Local Authorities, launched the Vision for Kent 2012-2022, which is available on KCC's website.
6. Engaging with local people and other stakeholders to ensure robust public accountability : Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships Taking an active and planned approach to dialogue with, and accountability to, the public to ensure effective/appropriate service delivery whether directly by the Council, in partnership or by commissioning	• Making sure that the Council, all staff, and the community are clear about to whom the Council is accountable and for what • Consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of relationships and any changes required • Ensure clear channels of communication with all sections of the community and other stakeholders, with monitoring arrangements to ensure that they operate effectively • Hold meetings in public unless there are justifiable reasons for confidentiality • Ensure that there are arrangements enabling the Council to engage effectively with all sections of the community, recognizing different priorities and establishing explicit processes for dealing with competing demands	The Vision for Kent 2012-2022 is available on KCC's website. Annual Business Plans have been produced, and are available on KCC's website. The Complaints procedure is available on KCC's website. The staff Whistleblowing procedure is available on the authority's intranet. The Kent Forum, consisting of the Leaders of all 14 District Councils meets regularly. The Petitions procedure is available for the public to access.

Principle	Description of Governance Mechanism	Assurances Received
Making best use of human resources by taking an active and planned approach to meet responsibility to staff	• Having a clear policy on what issues the Council will meaningfully consult on or engage with the public and service users about, including a feedback mechanism to demonstrate what has changed as a result • Publish an annual performance plan giving information on our vision, strategy, plans and financial statements as well as information about outcomes, achievements and the satisfaction of service users • A Complaints Procedure is in place with regular reports going to the Governance & Audit Committee. • Ensure that the Council is open and accessible to the community, service users and its staff, ensuring a commitment to openness and transparency in all dealings, including partnerships, subject only to specific circumstances where confidentiality is justified • Develop and maintain a clear policy on how our staff and their representatives are consulted and involved in decision making	The list of Forthcoming Executive Decisions is available for the public to access. Kent County Council's Constitution is available for the public to access on KCC's website. A quarterly performance report is published on the KCC's website, and is available for the public to access. The authority's Data Protection Act Policy and procedures, the Freedom of Information Act Policy and procedures and the Environmental Information Regulations are all available on KCC's website for the Results of consultations e.g. Libraries, Registration and Archive Service, Customer Service Policy, Community Warden Service, various school expansions and many others set out on a dedicated web page.

Review of Effectiveness

Every year, a return is submitted for each part of each Directorate (as well as by Statutory Officers) reviewing the effectiveness of its governance framework, including the system of internal control. Attached to each return is the appropriate evidence to support the statements in that return. The returns and their supporting evidence are the background information, in light of which the Corporate Director/Statutory Officer completes their Statement of Assurance.

The Returns cover each directorate's progress on implementing the actions/areas of improvement identified in the 2013-14 AGS. They also detail any new issues that have arisen since 1 April 2014, which have a significant impact on risk management or governance, including details of the sources used to identify such issues. Finally, they provide assurance that Corporate Directors have ensured compliance with the Constitution and Financial Regulations and whether any further actions/areas of improvement are required.

It is for each Corporate Director to decide the level of evidence that provides sufficient assurance that actions/improvements identified in the 2013-14 AGS have been implemented. In respect of all outstanding matters there is confirmation that a detailed action plan is in place, and the name of the responsible officer.

Elected Members have a role in maintaining and reviewing the effectiveness of the governance arrangements. They do this via the Governance and Audit Committee which has within its remit the role of ensuring the adequacy of the risk management and governance framework, and ensuring that these are embedded across the whole Council, that they are adequate for purpose and effectively and efficiently operated without any significant lapses. As part of the remit of the Scrutiny Committee, elected Members are able to review decisions made or action taken in relation to all Council function's or consider matters which affect the area of its residents. As part of this review they can look at governance and risk management aspects and make recommendations or report to the Executive or County Council. During the year Cabinet and the various Cabinet Committees receive and review regular reports relating to the performance of the Council's system of internal control, including the Strategic Risk Register, Revenue and Capital Budget Monitoring, Treasury Management and Core Monitoring (Performance and business plans).

Internal Audit has concluded, overall, based on the scope and findings of work that it has performed and taking into account the individual strengths and areas for development identified, that substantial assurance can be given in relation to corporate governance, risk management and internal control arrangements.

In relation to internal controls, internal audit has concluded an overall substantial assurance over the control environment within the Council and its Directorate functions. This reflects a pattern of generally robust core support systems, with a number of exemplar areas identified. No incidences of material external or internal fraud or corruption have been detected or reported. Areas for further improvement have also been highlighted; more particularly the need to maintain controls and sustain improvements in transformational change programmes, ensure risk management is embedded within lower levels of the Council, that non-financial data quality is consistently maintained and that local controls in remote establishments are always properly applied and enforced.

The Council has been receptive to the addressing issues raised by Internal Audit and implementing agreed actions. This has been independently confirmed from the results of formal follow up work undertaken by the unit.

The Council confirms that its financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010), as set out in the Application Note to Delivering Good Governance in Local Government: Framework.

Significant Governance Issues

A number of areas where key internal control still need to be enhanced have been identified; the following is an update on actions taken during the past year.

Adult Social Care Transformation

This is redesigning how adult social care is delivered to improve the outcomes for people while building a sustainable social care market. The programme has delivered Phase 1 and Phase 2 is identifying further steps and is delivering these and the associated savings, although full implementation of the 3 year programme is still not yet assured.

Facing the Challenge Phase 2

The Corporate Portfolio office has, throughout the year, reported on, and managed, the interdependencies between change programmes such that the sufficient focus has been maintained on delivering the council's day to day statutory responsibilities and they have been able to provide assurance to Senior Management. The role of the Corporate Portfolio Office has been the subject of a review and, as a result, each Corporate Director now has a dedicated resource supporting their portfolio for which they are directly responsible. However, the Portfolio Delivery Managers also have a responsibility to provide reports to the Corporate Assurance function within the Strategic & Corporate Services Directorate which maintains an overview, challenge and assurance.

We are using our new arrangement with Commercial Services as the building block, and this is providing an improvement and learning opportunity for governance arrangements with alternative service delivery models. No new alternative service delivery models were operating during 2014-15.

Facing the Challenge

The corporate transformation programme, Facing the Challenge, has continued throughout 2014-15. Facing the Challenge is KCC's response to meeting the unprecedented financial challenge of continued reductions in central government grant combined with significant spending pressures from demographic and legislative change. Through Facing the Challenge, KCC will become a strategic commissioning authority, increasingly commissioning services focused on early help, prevention and demand management from the best provider in the market, whether they are internal or external to KCC, or from the public, private or voluntary sector.

Reporting of progress and update papers on Facing the Challenge are regularly provided to County Council and Cabinet Committees as necessary, in support of our transparent approach to transformation in KCC.

The Transformation Advisory Group (TAG), on which all Corporate Directors site, has been meeting regularly throughout the year, providing an oversight and steer the corporate transformation programme.

The advisory Transformation Board, comprising the Leaders of all the political groups on KCC, has met regularly throughout the year to ensure robust cross-party engagement on key issues and progress. This has improved engagement with the process for non-executives.

The reporting, decision-making and internal governance arrangements for the Facing the Challenge programme continued to work well throughout 2014-15 and this will continue into 2015-16 as the programme progresses.

Risk management for transformation has continued throughout 2014-15 which has included regular reporting to Corporate Director's meetings, the Transformation Advisory Group and Governance & Audit Committee.

Furthermore, a number of particular areas where key internal controls still need to be enhanced have been identified as follows :

Implementation of the Care Act – the Act makes the most significant changes to the basis of Adult Social Care in a generation. Preparations were general smooth but there was a very late issuing of necessary guidance by central government and the full impact of the changes is still uncertain. At this point it appears to be adequately resourced.

Regulatory inspections – There is a need to both maintain the ongoing improvement of Children's Services and the Council's safeguarding responsibilities, while also delivering savings. The success of this will be subject to external inspection and additional management capacity has been required to deliver this.

Deprivation of Liberty Safeguards – There has been a very significant increase in the number of DOLS assessment needed due to the Cheshire West judgement. Cases have been adequately triaged but there is a substantial number that remain outside the statutory timescales. Additional funding has been agreed by KCC and latterly by central government but the backlog will take time to be addressed. The Corporate Director of Social Care, Health and Wellbeing will continue to monitor this situation throughout the coming year.

Facing the Challenge Phase 2 – the council wide transformation will affect both the council's service delivery functions and the support services those functions rely on. It is crucial to ensure there continues to be sufficient support to deliver the council's ongoing statutory responsibilities.

EU Funding – need to ensure that KCC Directorates are best placed to meet EU funding criteria and process to enable additional EU funding for 2015-16. CMT will continue to monitor the KCC-wide picture and regular updates will be provided to Corporate Board.

Transfer of CLS into a LATCo – As part of the transformation agenda, there has been consideration of Community Learning and Skills (CLS) being developed into a LATCo. There is a risk that the operation of the LATCo, in its current form, will lead to budgetary pressures across the EYPS Directorate. Assessment of costs and its impact will be undertaken during the coming year.

We will, over the coming year, take appropriate action to address all of these matters. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Paul Carter
Leader
On behalf of Kent County Council

David Cockburn
Head of Paid Service

Glossary of terms

Agency
The provision of services by one local authority, on behalf of and reimbursed by the responsible local authority or central government.

Accounting
The system of local authority accounting and reporting has been modernised to meet the changed needs of modern local government particularly the duty to secure and demonstrate Best Value in the provision of services. The Service Reporting Code of Practice provides guidance on the content and presentation of costs of service activities.

Budget
A statement defining the Council's policy over a specified period and expressed in financial or other terms.

Capital expenditure

Expenditure on the provision and improvement of permanent assets such as land, buildings and roads.

Capital receipts

Money obtained on the sale of a capital asset.

Employee expenditure
The salaries and wages of employees together with national insurance, superannuation and all other pay-related allowances. Training expenses and professional fees are also included.

Government grants
Part of the cost of local government's services is paid for by central government from its own tax income. These grants are of two main types. Some (specific grants and supplementary grants) are for particular services such as Highways and Transportation. Others are in aid of local services generally.

Intangible Assets

Capital spend on items such as software licences and patents.

Local Authority Accounting Panel
The Local Authority Accounting Panel issues LAAP Bulletins to assist practitioners with the application of the requirements of the Code of Practice on Local Authority Accounting, Service Reporting Code of Practice and the Prudential Code.

Long-term debtors
Amounts due to Kent County Council where payment is to be made over a period of time in excess of one year.

Minimum Revenue Provision
The amount that the Council is required to charge to the revenue account each year to provide for the repayment of debt.

Net operating expenditure

This comprises all expenditure minus all income, other than the precept and transfers from reserves.

Non Delegated

Spend on Education Services which is not delegated to schools.

Precept
The levying of a rate by one authority which is collected by another. Kent County Council precepts upon the district councils collection funds for its income but some bodies, e.g. the Environment Agency, precept upon Kent County Council.

Glossary of terms

Public Works Loans Board
A government controlled agency that provides a source of borrowing for public authorities.

Related party transaction
A related party transaction is the transfer of assets or liabilities or the performance of services by, to or for a related party irrespective of whether a charge is made.

Revenue expenditure
Expenditure to meet the continuing cost of services including salaries, purchase of materials and capital financing charges.

Revenue expenditure funded from capital under statute (Refcus)
Refcus includes expenditure that has been treated as capital expenditure but does not lead to the acquisition by the Council of a tangible asset.

Specific grants

See 'government grants'.

Support service costs
The 'overhead' cost to Service Directorates of support services, such as architects, accountants and solicitors.

Usable capital receipts
The proportion of the proceeds arising from the sale of fixed assets that can be used to finance capital expenditure.

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By:	John Simmonds, Cabinet Member for Finance & Procurement Andy Wood, Corporate Director of Finance & Procurement
To:	Governance and Audit Committee – 23rd July 2015
Subject:	SCHOOLS AUDIT ANNUAL REPORT
Classification:	Unrestricted

Summary: The Annual Report summarises the Schools Financial Services (SFS) compliance programme and other activities undertaken during 2014-15 which enables the Chief Finance Officer to certify that there is a system of audit for schools which gives adequate assurance over financial management standards in schools.

FOR ASSURANCE

1. Introduction

The DfE requires that the Chief Finance Officer, (i.e. the Corporate Director of Finance and Procurement), signs an annual assurance statement, confirming that there is a system of audit for schools which gives adequate assurance over their standards of financial management and the regularity and propriety of their spending.

2. Approach

To enable the Chief Finance Officer to sign off the 2014-15 DfE Schools Financial Value Standard (SFVS) Assurance Statement, the following work strands have been completed:

Compliance programme - 2014-15 was the third year of a five year compliance programme which has been agreed with Internal Audit as a suitable approach in line with audit methodology that meets the definition of an "adequate system of audit". The first year of the programme Deloittes completed 50 visits; Schools Financial Services completed 100 visits in 2013-14 with a further 101visits in 2014-15. Within the five year programme every school will have at least one visit. The visits are determined on a risk basis with schools presenting a higher financial risk having more than one visit over the five year period. The compliance programme involves a two day visit in the school with a total of four days allowed to undertake the preparation, report writing, following up on recommendations and analysis of the Schools Financial Value Statement (SFVS), which is an annual self-assessment completed by schools.

Following the testing in the school, verbal feedback is given on the day and a draft report is sent to the school within 10 working days. On receipt of the schools response, any appropriate amendments are made by SFS and a final report issued. This report is sent to the Headteacher and Chair of Governors to be presented at the next full governing body meeting with the expectation that the recommendations will be put in place promptly. There is a follow up process and where necessary further visits are undertaken in schools to check that high risk controls have been put in place. An evaluation of our compliance process is sent to schools to further engage them and to inform SFS of any developments that could enhance the programme.

Schools Financial Value Standard – Schools complete an annual self- assessment which is agreed by governors and is sent to SFS as part of schools' statutory returns. This document is referred to when conducting a compliance visit and the report and any recommendations refer back to the schools own self-assessment.

Review and feedback of financial information – Schools Financial Services analyse schools Revenue and Capital three year budget plans, half year accounts, six and nine monthly monitoring along with the year end returns that feed into the corporate accounts. Appropriate feedback is provided to schools on their three year budget plan, half year accounts and six and nine monthly monitoring.

Provision of financial support – As part of our traded services, 37% of schools have purchased a contract in 2014-15 where experienced SFS staff work with the schools, generally on the school site and 97% of schools purchased a core finance package offering phone and e mail support in all aspects of budgeting, financial controls and procedures.

Training – There is a comprehensive finance training programme for Head teachers, senior leaders, bursars and governors and Finance Information Groups for bursars and other finance staff. During 2014-15 there were over 90 training courses and ten Finance Information Groups held attended by over 1500 delegates from Kent Maintained schools and academies.

Themed audits undertaken by Internal Audit - Alongside the work completed by SFS, Internal Audit undertake themed audits in schools. A procurement and purchase card and pupil premium and collaborations audit, sampling 25 schools, was completed in 2014-15.

3. Summary of Findings

Alongside the compliance programme, themed audits, analysis of returns, training programme and traded activities with schools, Schools Financial Services regularly liaise and work with colleagues in the Education and Young People's Services Directorate to ensure KCC have a complete picture of a school to support the Headteacher, finance staff and governors to ensure the school is financially well managed.

The compliance programme consists of 106 questions covering governance & leadership, financial planning, budgetary control and monitoring, payroll, procurement, corporate cards, bank accounts, petty cash, income, assets, data protection, School Development Plan and health and safety.

The table attached details the number of high and medium recommendations within each category of the compliance programme for 2013-14 and 2014-15. This illustrates that overall the number of procedures not in place had reduced by over a third in 2014-15. This can be credited to the ongoing training and appropriate analysis of the risk register, whereby schools considered to be of a higher risk received a compliance visit earlier in the programme.

4. Opinion

It is considered that the comprehensive compliance programme and themed audits undertaken, the statutory information analysed, training programme, traded work completed in schools and the schools' own self assessments of the SFVS provide suitable assurance for the SFVS Statement to be signed.

5. Recommendations

Members are asked to note the contents of this report for assurance.

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Schools Financial Services Compliance Comparison 2013-14 to 2014-15

	2013-14	2014-15
Total schools tested:	100	101
Total questions within each compliance visit	109	106
If process/procedure not in place:		
Total number of HIGH recommendations	61	61
Total number of MEDIUM recommendations	48	45
Total number of processes/procedures tested in all schools	10900	10706
Total number of processes/procedures not in place for all schools tested	1875	1201
Average % processes/procedures NOT in place	17%	11%

	2013-14				2014-15				
High recommendations by Category	**Total Questions Per School**	**Total Questions**	**Processes Not in Place**	**%**	**Total Questions Per School**	**Total Questions**	**Processes Not in Place**	**%**	**% Variance**
Governance & Leadership	8	800	151	18.88%	7	707	59	8.35%	-10.53%
School Development Plan	2	200	3	1.50%	2	202	2	0.99%	-0.51%
Financial Planning and Monitoring	12	1200	178	14.83%	12	1212	102	8.42%	-6.42%
Payroll	7	700	172	24.57%	7	707	106	14.99%	-9.58%
Procurement	7	700	123	17.57%	7	707	92	13.01%	-4.56%
Corporate Cards	4	400	74	18.50%	4	404	56	13.86%	-4.64%
Bank Account and Petty Cash	5	500	52	10.40%	5	505	23	4.55%	-5.85%
Income	5	500	52	10.40%	5	505	23	4.55%	-5.85%
Assets and Loans	5	500	136	27.20%	6	606	83	13.70%	-13.50%
Data Protection	5	500	39	7.80%	5	505	13	2.57%	-5.23%
Health & Safety	1	100	22	22.00%	1	101	26	25.74%	3.74%
	61	6100	1002		61	6161	585		

Medium recommendations by category									
Governance & Leadership	11	1100	218	19.82%	9	909	138	15.18%	-4.64%
School Development Plan	1	100	30	30.00%	1	101	20	19.80%	-10.20%
Financial Planning and Monitoring	8	800	132	16.50%	7	707	77	10.89%	-5.61%
Payroll	4	400	60	15.00%	4	404	30	7.43%	-7.57%
Procurement	7	700	164	23.43%	7	707	120	16.97%	-6.46%
Corporate Cards	1	100	20	20.00%	1	101	7	6.93%	-13.07%
Bank Account and Petty Cash	5	500	52	10.40%	5	505	27	5.35%	-5.05%
Income	3	300	26	8.67%	3	303	13	4.29%	-4.38%
Assets and Loans	2	200	24	12.00%	2	202	31	15.35%	3.35%
Data Protection	1	100	6	6.00%	1	101	0	0.00%	-6.00%
Health & Safety	5	500	141	28.20%	5	505	153	30.30%	2.10%
	48	4800	873		45	4545	616		

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By: Robert Patterson – Head of Internal Audit

To: Governance and Audit Committee – 23rd July 2015

Subject: **Internal Audit Annual Report**

Classification: Unrestricted

Summary: This Annual Report summarises the outputs of the Internal Audit and Counter Fraud work for 2014/15 and provides an opinion on the Council's systems of governance, risk management and internal control. It also provides a commentary on the performance of the internal audit and counter fraud unit in delivering this work.

FOR ASSURANCE

Introduction and background

1. Public Sector Internal Audit Standards (PSIAS) require that the Head of Internal Audit must deliver an annual audit opinion and report that can be used by the organisation to inform its Annual Governance Statement (AGS). This report must:
    - Include an opinion on the overall adequacy and effectiveness of the organisations control environment
    - Present a summary of work that supports this opinion
    - Provide a statement on conformance with the Public Sector Internal Audit Standards and the results of the quality assurance and improvement programme.

Head of Audit Annual Report

2. The Annual Report is attached at Appendix 1
3. Internal Audit has concluded, overall, based on the scope and findings of work that it has performed over the year and taking into account the individual strengths and areas for development that **substantial assurance** can be given in relation to corporate governance, risk management and internal control arrangements. The formal opinion statement is also included in Appendix 1.
4. The Council has substantial assurance relating to internal control because:
    - 73% of systems or functions have been judged with adequate assurance or better
    - A pattern of general robustness of key financial systems audited
    - Five systems received the highest assurance rating principally relating to finance or HR related areas
    - Strong corporate controls evident in systems relating to procurement although day to day management of contracts can be inconsistent
    - A number of exemplar areas identified ranging from employment contracts to controls over pupil premium additional funding

- No incidences of systemic failures of internal control, material fraud, irregularities or corruption have been discovered or reported during the year

5. Internal control is not yet at the highest assurance rating because:
   - 27% of systems or functions have been judged with limited assurance or worse
   - Two systems received a ‘no assurance’ judgement during the year, being KDAAT and Section 17 Children’s Payments (the latter being a small system with turnover of less than £500,000)
   - Those more material functions that received a ‘limited’ assurance rating, more particularly foster care and supervision systems (adults)
   - The need to maintain more robust controls during transformational change and ensuring such changes are sustainable and that they deliver planned benefits
   - The need to consistently maintain strong local non-financial controls in remote establishments
6. In relation to risk management we consider there are strong top level corporate systems but with weaker elements at lower levels in the Council and in some change programmes that we reviewed.
7. In Appendix 1 we have independently reviewed annual monitoring controls and mapped our findings against the corporate governance CIPFA / SOLACE framework. This mirrors a substantive opinion for the majority of principles but with 5 areas for further development identified.

Follow Up

8. Appendix 1 details management responses and progress to the actions identified from previous audits, The Council is receptive to addressing issues and progress in implementation of agreed actions is generally satisfactory, although sometimes slow (40% of agreed actions are still works in progress).

Conformance to Public Sector Internal Audit Standards

9. In relation to the competencies of internal audit and counter fraud underpinning these opinions, the Committee will be aware that in March of this year the unit was independently assessed against PSIAS by the Institute of Internal Auditors and awarded the highest level of grading.

Recommendations

10. Members are asked to note the internal audit annual report for 2014/15 (Appendix 1) and the associated ‘substantial’ opinion on governance, risk management and internal control arrangements.

Appendices

Appendix 1 Internal Audit and Counter Fraud Annual Report 2014/15

Robert Patterson
Head of Internal Audit
(03000 416554)

APPENDIX 1

Kent County Council

Internal Audit and Counter Fraud Annual Report

July 2015

Contents

1 Introduction and Purpose

1.1. This report details cumulative internal audit and counter fraud outcomes for 2014/15. As well as providing the substantive evidence underlying our input into the Annual Governance Statement it also highlights key issues patterns, strengths and areas for development in respect to internal control, risk management and governance arising from our work.

1.2. Over the year we completed 72 substantive audits together with a further 10 establishment visits. In relation to counter fraud we have completed 135 investigations. The majority of this coverage was resourced and driven from the internal audit and counter fraud plan (previously reviewed by this Committee) selected on the basis of providing an independent and objective opinion on the adequacy of the Council's control environment. Overall we have examined an estimated £ 1.5 billion of KCC turnover (excluding Treasury Management).

1.3. A further 18 counter fraud investigations remain ongoing and are carried forward into 2015/16.

1.4. In this annual report we highlight key messages and outcomes arising from our work together with the associated assurance levels. We also demonstrate how relevant audits dovetail into the components of the Annual Governance Statement. (See Table 2) We also provide relevant detail in Appendix A of those audits and substantive counter fraud investigations that have been completed since the April Governance and Audit Committee. In section 3 we also demonstrate where these findings provide appropriate assurance against key corporate risks or significant systems.

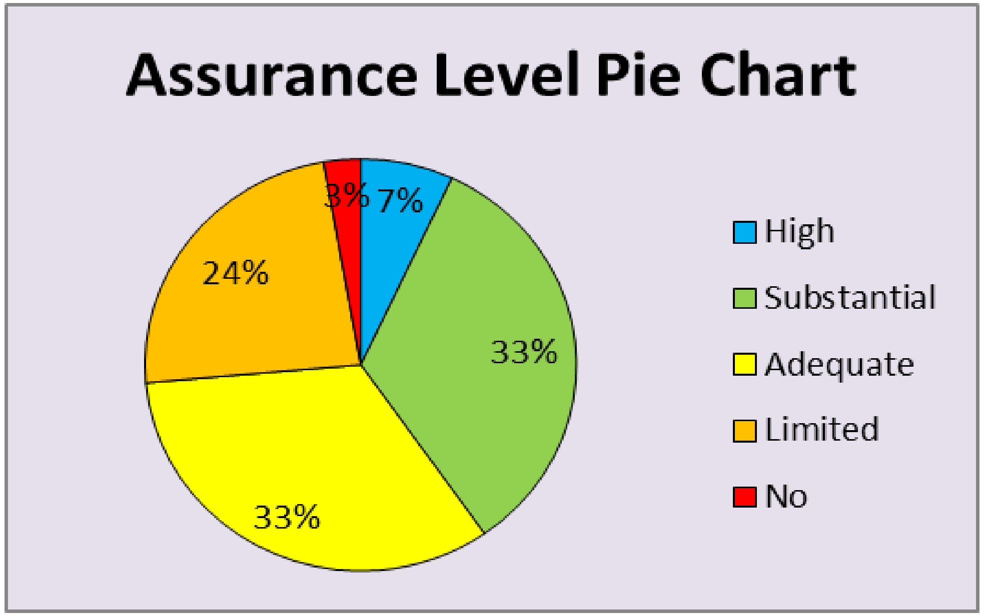
1.5. During 2014/15 internal audit has also remained involved in monitoring the works in progress of selected significant change programmes and projects so as to provide timely pre-event challenge during the establishment of new control frameworks.

2 Overview

Internal Audit

1.6. Table 1 and below maps the assurance levels from the 72 substantive internal audits (i.e., excluding establishment visits) undertaken in 2014/15. It also breaks down these outcomes into accountable Directorates. This results in an overall distribution of:

Assurance Level	#	%
High	5	7%
Substantial	24	33%
Adequate	24	33%
Limited	17	24%
No	2	3%



A breakdown of each individual audit assurance level can be found in Appendix A

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Audit Assurance Levels of 2014/15 Audits

	No	Limited	Adequate	Substantial	High
25					
24			Financial Assesment Unit	AGS Return	
23			Risk Management	VAT	
22			Records Management	IT Network Secruity	
21			Customer Feedback *	Members Expenses	
20			New Ways of Working	Data Protection - Control	
19			Schools Financial Services	Internal Recharges	
18			Revenue Budget	Use of Recruitment Agencies	
17		PCI Compliance	Officers Expenses	Corporate Purchase Cards	
16		Payments - AP & iProc	Imprest Bank Accounts	Information Governance	
15		IT - Follow Up of Recommendations	Payroll	Procurement	
14		Disaster Recovery	Waste Contract	General Ledger	
13		Contract Management	RGF	Pension Contibutions	
12		Developer Contribuations (Follow-up)	Schools Procurement & Purchasing Cards	Carbon Reduction	
11		Gypsy & Traveller Unit	Apprenticeships*	Budget Build	
10		Concessionary Fares	Secure Remand Process	Website Post-Implementation Review	
9		Community Based Nurseries	Data Quality	HR Performance & Capability	
8		School's Additional Funding	UASC (Follow-up)	Schemes of Delegation*	
7		Elective Home Education	Enablement (KEaH)*	Health & Safety	
6		Optimisation	Local Financial Control - Establishment	Insurance (Follow-up)	
5		Supervision (Adults)	Direct Payments (Adults) *	Accounts Receivable	Pension Fund Investment
4		Foster Care	Care Act Preparedness	School's Additional Funding	Contracts of Employment
3		Promoting Independance Reviews (PIR)	IT Liberi Post Implementation Review	Children Missing Education	Inland Revenue Accounting
2	Section 17 Childrens Payments	Supporting People	Kent Card	NHS Health Checks	Treasury Management
1	KDAAT	Direct Payments (Childrens)*	Healthwatch	Public Health Commisioning	Schools Returns

ASSURANCE LEVEL

	Social Care Health & Wellbeing
	Education and Young Peoples Services
	Growth, Environment & Transport
	Authority Wide and Strategic Services

*** Audits Reports currently at Final draft stage**

1.7. The following strengths and areas for development underlie these outcomes:

1.8. Strengths :

- The 73% of systems or functions that have been judged with adequate assurance or better
- A pattern of general robustness of key financial systems audited
- Five audits received the highest assurance rating, principally relating to finance or HR related functions and a number of exemplar areas have been identified ranging from employment contracts to controls over pupil premium additional funding
- Strong corporate controls over systems related to procurement, although day to day management of contracts can be inconsistent
- No incidences of systemic failures of internal control, material fraud, irregularities or corruption have been discovered or reported during the year (see below)
- Satisfactory progress in implementing previously agreed actions from audits, although this process can sometimes be slow

1.9. Areas for further improvement:

- The 27% or systems or functions that have been judged with limited assurance or worse
- Two systems received a ‘no assurance’ judgement during the year, being KDAAT and Section 17 Children’s Payments, the latter being a small system with turnover of less than £500,000
- Those material functions and services that received ‘limited’ assurance, more particularly foster care and supervision (adults)
- The need to maintain more robust controls during transformational change, ensuring we learn the lessons from substantive change programmes, ensuring such changes are sustainable and they deliver planned benefits
- The need to maintain strong local non-financial controls in remote establishments where 50% of those audited this year have exhibited weaknesses

Counter Fraud

1.10. Transparency reporting of counter fraud data for 2014/15 was incorporated into the April performance report and for completeness is repeated in section 7.5 but in summary during 2014/15:

- A total of 135 fraud and irregularity cases were investigated
- Of these 48 incidents were classified as fraud (in accordance with the Audit Commission's definition).
- The total value of these incidents (both fraud and irregularities) was £176,208 and £152,362 has been identified as recoverable.

1.11. The nature of the majority of the fraud activity could best be described as 'low value, high volume' fraud and includes Blue Badge misuse and abuse of the Kent Support as Assistance Scheme (KSAS). The most common source of referral comes from staff which provides positive assurance that there are good levels of fraud awareness and accessible 'whistleblowing' systems

1.12. In relation to counter fraud work two initiatives during 2014/15 are of note:

- the section spearheaded a "Spot it – Stop it" Council wide campaign which was well received
- the development of a pan Kent intelligence network which was initiated by a £498,000 award from the DCLG, from which the data matching outcomes with our Kent public sector partners are planned to come on-line from the autumn of 2015

1.13. Overall these summary findings support a positive assurance, in terms of both the fraud and irregularity levels detected within the Council together with a positive culture of fraud awareness.

Overview Assurance and Opinion

1.14. The breadth of our coverage and outcomes from our work for the year has provided sufficient evidence to support a **'Substantial'** opinion on the overall adequacy and effectiveness of the Council's system of internal control, which relates to:

- Corporate Governance
- Risk Management
- Internal Control

1.15. There have been no limitations to the scope of our work but it should be noted that the assurance expressed can never be absolute and as such internal audit provides "reasonable assurance" based on the work performed.

Corporate Governance

1.16. Table 2 arranges our audit opinions around the 6 core principles of the CIPFA / SOLACE AGS framework. This is part of a more substantive report that has been submitted to the Director of Governance and Law. It will be noted that of the 21 areas we have aligned the framework , 12 have been judged as having high / substantial assurance and 5 with adequate assurance. (We have insufficient evidence to provide an opinion in 4 areas). Those with adequate assurance generally reflect our summary findings in section 2.3-2.4 and relate to

- change management,
- risk management,
- data quality,
- business continuity and
- learning and development

1.17. We have also provided a substantial assurance to the system and networks of Directorate and Departmental returns across the County Council that feed into the Annual Governance Statement. We found a robust system that ensured completeness of such returns accompanied by appropriate challenge and accompanying action plans.

Internal Audit Corporate Governance Assurance Map

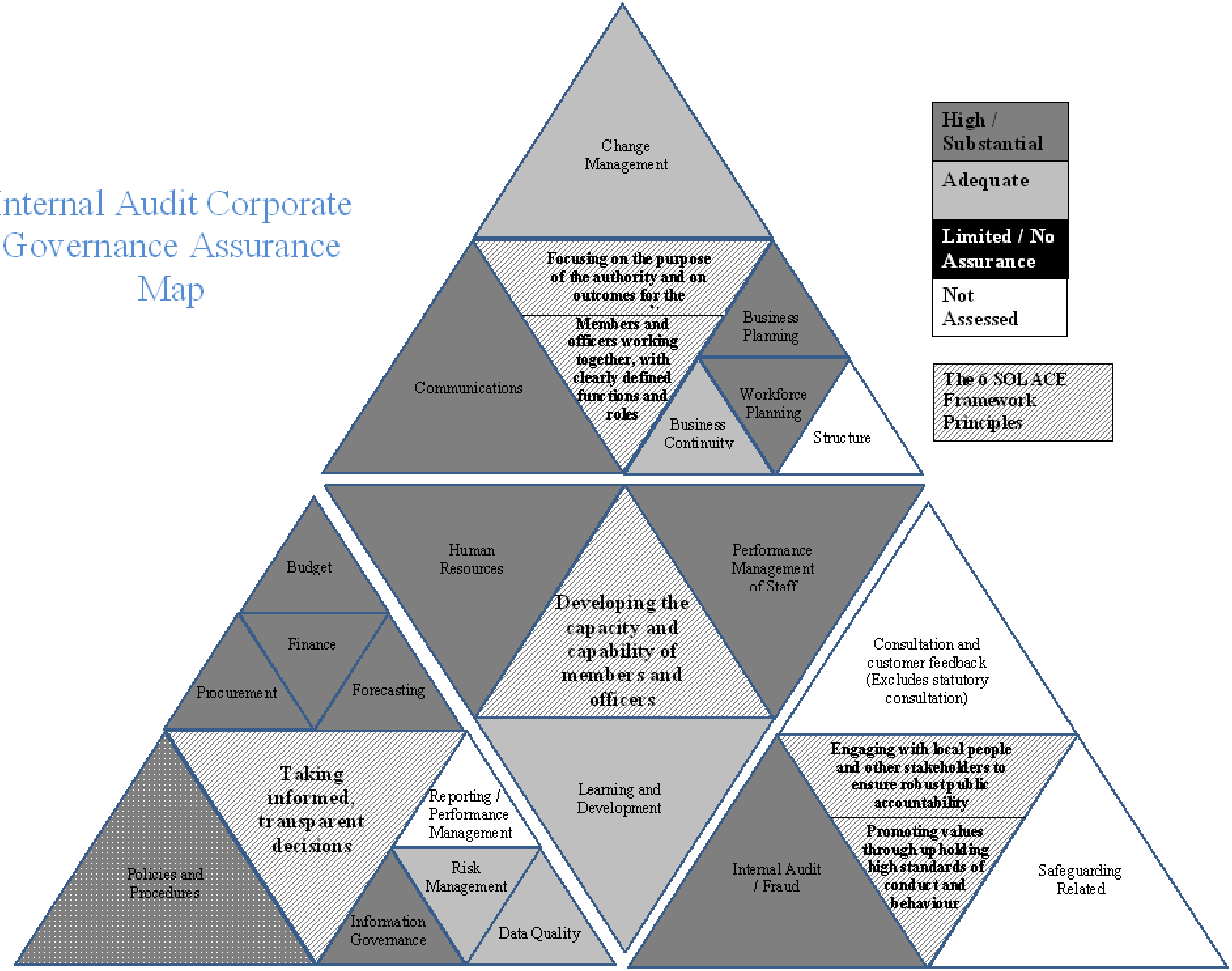

Table 2

Risk Management

1.18. As previously reported, our opinion on the Council's risk management system was 'adequate', based on findings of a strong top level corporate systems but with weaker elements in change programmes and lower level risk awareness and evidence of monitoring

Internal Control

1.19. Overall we have concluded a substantial assurance relating to over- arching control environments. Strengths and areas for development have been detailed in Section 2.3 and 2.4. Particular assurance can be gained from the findings from our audits of core critical functions relating to finance and HR

1.20. Opinion for 2014/15

1.21. Based on these outcomes from work that we have performed and taking into account strengths and weaknesses identified a substantial assurance can be provided in relation to the adequacy of overall governance, risk management and internal control arrangements operating during 2014/15.

1.22. The full declaration that will be contained in the Annual Governance Statement is shown below:

> Internal Audit has concluded, overall, based on the scope and findings of work that it has performed and taking into account the individual strengths and areas for development identified, that substantial assurance can be given in relation to corporate governance, risk management and internal control arrangements.
>
> In relation to internal controls, internal audit has concluded an overall substantial assurance over the control environment within the Council and its Directorate functions. This reflects a pattern of generally robust core support systems, with a number of exemplar areas identified. No incidences of material external or internal fraud or corruption have been detected or reported. Areas for further improvement have also been highlighted; more particularly the need to maintain controls and sustain improvements in transformational change programmes, ensure risk management is embedded within lower levels of the Council, that non-financial data quality is consistently maintained and that local controls in remote establishments are always properly applied and enforced.
>
> The Council has been receptive to addressing issues raised by Internal Audit and implementing agreed actions. This has been independently confirmed from the results of formal follow up work undertaken by the unit.

3 Mapping Audit (and Counter Fraud) outcomes against corporate risks.

3.1. Appendix A provides detailed summaries on the outcomes from internal audit work completed since the April 2015 report to this Committee.

3.2. It is important to provide an overview of audit and related counter fraud outcomes against corporate risks, mapping cumulative audit outcomes for the year. The tables below show these patterns on a cumulative basis with audits previously reported to the Committee in the shaded areas.

Future operating environments – in particular Change Management and Governance of Change

3.3. During the year we have reviewed seven areas that have a common theme connected to the management of change.

	Assurance level	Issues Raised	
Enablement	Adequate	High: 2 Medium: 3	Final Draft report issued, All Accepted
Optimisation	Limited	High: 5 Medium: 2	All Accepted
Promoting Independence Reviews (PIR)	Limited	High: 2 Medium: 0	All Accepted
Care Act Preparedness (1)	Adequate	N/A	N/A
Supporting People	Limited	High: 1 Medium: 1	All Accepted
Healthwatch	Adequate	High: 0 Medium: 3	All Accepted

New Ways of Working	Adequate	High: 1 Medium: 4	All Accepted

3.4. Overall these outcomes reflect that there is a need to improve how the Council sometimes responds to and plans for change. In particular the three substantive consultancy based 'Facing the Challenge' programmes have delivered more limited assurance principally around common themes of sustainability of efficiencies. It is important that lessons are learnt for future programmes particularly over set up arrangements, data quality and integration of stand-alone monitoring and core KCC systems and that new arrangements deliver a consistency of working against the complexity and geography of current arrangements.

3.5. The unit is also involved in a number of change programme groups and boards as well as making input towards checkpoint reviews. This allows us to make timely 'pre event challenge' rather than post event criticism' as transformation progresses.

Data and Information Management

3.6. Assurance over the integrity and reliability of the Council's information systems has been provided by audits of:

	Assurance level	**Issues Raised**	
IT Network Security	Substantial	High: 0 Medium: 1	All Accepted
Data Protection-central control	Substantial	High: 0 Medium: 1	All Accepted
PCI Data Compliance	Limited	High: 1 Medium: 2	Accepted bar 1 Medium risk issue where no further action proposed due to high costs involved
Data Quality Education and Yoiung People	(Overall) Adequate	High: 5 Medium: 3	All Accepted
IT Liberi Post Implementation Review	Adequate	High: 1 Medium: 1	All Accepted

IT – Information Governance	Substantial	Medium: 2	All Accepted
Disaster Recovery	Limited	High: 3 Medium: 2	All Accepted
IT Follow Ups	Limited	No new issues raised	N/A
Records Management	Adequate	High: 0 Medium: 1	1 Medium Risk issue accepted by management and no action proposed
Website Post Implementation Review of Controls	Substantial	High: 0 Medium:1	Partially Accepted

3.7. The outcomes from these 10 audits evidence 40 % as substantial but 30% as limited. It is encouraging that top level management action is being taken over disaster recovery arrangements but data quality, as evidenced from the ‘deep dive’ work into the four EYP systems (previously reported) demonstrates inconsistencies in this important area.

Safeguarding related

3.8. Safeguarding of vulnerable children and adults is a critical risk for the Council. We have completed elements of assurance work associated to this risk:

	Assurance level	**Issues Raised**	
Secure Remand Process	Adequate	High: Medium:	All Accepted
Direct Payments - Children	Limited	High: 3 Medium:2	Final Draft report issued, responses received

Direct Payments – Adults	Adequate	High: 1.5 Medium:0.5	Final Draft report issued, All Accepted
Supervision (Adult Social Care)	Limited	High: 3 Medium:3	Final report issued, Some issues disputed
Foster Care	Limited	High: 7 Medium:2	Partially accepted. No action proposed on one high risk issue
Children Missing Education and Education Programme	Substantial	High: 1 Medium: 3	All Accepted
Elective Home Education	Limited	High: 3 Medium:3	All Accepted
Client Financial Affairs	Adequate	High: 2 Medium: 2	All Accepted

3.9. During 2014/15 coverage was more limited and peripheral to safeguarding with the exception of Foster Care and Supervision audits, both of which received limited assurance. The Foster Care outcomes have already been reported to the G&A Committee but the detail of the Supervision in key elements of Adult social care is shown in Appendix A. In summary testing found significant lapses of supervision of front line staff and an absence of quality assurance controls and transfer of relevant decisions to case files. One of the key barriers to effective supervision appeared to be high levels of work stress of supervisors. As supervision is a key control contributing to the delivery of effective services to groups of vulnerable people it is important these are rectified as soon as possible. To date the management action and response has not been comprehensive.

Access to resources to aid economic growth and enabling infrastructure

3.10. Summary results for the year are:

	Assurance level	Issues Raised	
Regional Growth Funding	Adequate	High: 1 Medium: 3	All Accepted
Developer Contributions follow up audit (S106 Agreements)	Limited	No new issues raised	N/A

3.11. The two audits undertaken against this risk (both previously reported to G&A Committee) demonstrate mixed results. The RGF framework and controls were found to be robust with extremely low incidences of failure or default on funding. The follow up on Section 106 systems showed slow progress on system upgrades such that underlying weaknesses continue.

Governance and Internal Control - critical systems and services

3.12. As would be expected from an internal audit function, a considerable proportion of our work is centred on reviews of core critical financial and corporate systems:

	Assurance level	Issues Raised	
Schemes of Delegation	Substantial	High: 0 Medium: 1	All Accepted
Revenue Budget Monitoring	Adequate	High: 0 Medium: 4	All Accepted
Officers Expenses	Adequate	High: 1 Medium: 1	All Accepted
Members Expenses	Substantial	No high or medium risk issues	N/A

Customer Feedback	Adequate	High: 1 Medium:4	Final Draft report issued, All accepted
Risk Management	Adequate	High: 1 Medium: 3	All Accepted
General Ledger	Substantial	No high or medium risk issues	N/A
Financial Assessment Unit	Adequate	High: 0 Medium:3	All Accepted
Internal Recharges	Substantial	High: 0 Medium: 1	All Accepted
Inland Revenue Accounting	High	High: 0 Medium: 1	All Accepted
Payments – AP and iProc	Limited	High: 3 Medium: 3	All Accepted
Pension Contributions	Substantial	High: 0 Medium: 2	All Accepted
Pension Fund Investment Income	High	No high or medium risk issues	N/A
Contracts of Employment	High	No high or medium risk issues	N/A
Treasury Management	High	High: 0 Medium: 0	N/A
Accounts Receivable	Substantial	High: 0 Medium: 1	All Accepted

VAT	Substantial	High: 0 Medium: 2	All Accepted
Budget Build & Medium Term Financial Plan	Substantial	High: 0 Medium: 1	All Accepted
Imprest Bank Accounts	Adequate	High: 1 Medium: 5	All Accepted
Payroll	Adequate	High: 3 Medium: 3	All Accepted
Insurance	Substantial	High: 0 Medium: 1	Issue not accepted - no further action proposed
HR Performance and Capability	Substantial	High: 0 Medium: 1	All Accepted
Health and Safety (follow up review)	Substantial	High: 0 Medium: 1	All Accepted
Declarations of Interest	N/A - Counter Fraud Review	No significant issues highlighted	N/A

3.13. Over 65% of critical financial and corporate systems examined have received substantial assurance or better, with only the payments (AP and Iproc) systems receiving limited assurance. This theme has continued with audits since April 2015, with substantial assurance given to the over-arching schemes of delegation across the Council and for the Member and officer expenses systems. Overall we are able to provide continuing positive assurance over the robustness of the 'backbone' central systems within the County Council.

3.14. As previously reported, our audit of corporate risk management found corporate and top level risk management to be robust and risk registers were present for most of the major transformation projects, although they were not always consistently assembled and presented. However we found there was an inconsistent understanding of the Council's risk appetite and audit work highlighted material services and areas where lower level risk management and resultant registers were not present.

Procurement and Contract Management

3.15. The effective management of procurement and commissioning is critical to the Council. We have undertaken the following seven related audits:

	Assurance level	Issues Raised	
Waste Contract Management	Adequate	High: 0 Medium: 2	All Accepted
Corporate Purchase Cards	Substantial	High: 0 Medium: 1	All Accepted
Highways - Term Maintenance Contract Payments	Substantial	High: 0 Medium: 2	All Accepted
Procurement	Substantial	High: 0 Medium: 3	All Accepted
Schools Procurement and Purchase Cards	Adequate	High: 2 Medium: 2	All Accepted
Contract Management	Limited	High: 1 Medium: 0	All Accepted
Concessionary Fares	Limited	High: 2 Medium: 1	All Accepted

The overall findings are indicative of generally strong controls over how the County Council procures goods and services with compliance to the Council's over –arching policies and practice. However from sampling a number of contracts we found day to day contract management is inconsistent.

Other Audit Work

3.16. A further 13 pieces of work have been undertaken with the following outcomes:

	Assurance level	Issues Raised	
Unaccompanied Asylum Seeker Children (follow up)	Adequate	High: 1 Medium: 4	Final Draft issued, All Accepted
Apprenticeship Schemes	Adequate	High: 1 Medium: 3	All Accepted
Schools Financial Services	Adequate	High: 1 Medium: 2	All Accepted
Section 17 – Childrens Payments	No	High: 2 Medium: 5	All Accepted
NHS Health Checks	Substantial	High: 0 Medium: 6	All Accepted
Use of recruitment agencies – Sen Staff	Substantial	No high or medium risk issues	N/A
Kent Card	Adequate	High: 2 Medium: 4	Draft
Schools Additional Funding - Collaborations	Limited	High: 1 Medium: 2	All Accepted
Schools Additional Funding – Pupil Premium	Substantial	High: 1 Medium: 2	All Accepted
Schools Returns	High	High: 0 Medium: 0	N/A

Gypsy and Traveller Site Allocations	Limited	High: 1 Medium: 1	All Accepted
Community Based Nurseries	Limited	High: 6 Medium: 2	All Accepted
Public Health Commissioning and Delivery	Substantial	High: 1 Medium: 0	All Accepted
Carbon Reduction Commitment	Compliant	High: 0 Medium: 0	N/A
Kent Resource Partnership	Advisory	High: 0 Medium: 2	All Accepted

3.17. This miscellany of audits overall demonstrates 75% of functions with adequate assurance or better. With the exception of collaborative funding systems, outcomes from schools related functions are positive with positive assurance over schools returns and schools financial services. The recent follow up audit of unaccompanied asylum seeking children also showed positive progress being made on the system improvements identified in the previous audit.

Establishment Visits

3.18. During the year we have concluded audits of 10 establishments with the following outcomes:

	Assurance level	**Directorate**
Local Financial Controls - Establishments	Adequate	Various
Osborne Court	Limited	Social Care, Health and Wellbeing
Hardelot Centre	Limited	Growth, Environment & Transport

Kent Mountain Centre	Limited	Education & Young Peoples Services
Guru Nanak Day Centre	Substantial	Social Care, Health & Wellbeing
Cranbrook Childrens Centre	Adequate	
Southfields Respite Centre	Substantial	
Whitstable Road Respite Centre	Adequate	
Meadowside Respite Centre	Substantial	
Dorothy Lucy Centre	Limited	
Westview Integrated Care Centre	Limited	

3.19. Overall financial controls were good with no material overspends. Nevertheless 50 % of the establishments have been judged to have limited assurance, principally over their non-financial controls including shortfalls in core training, declines in safety and security controls and inadequate evidence of DBS checks. We have received positive action plans from management to address the issues identified, but these findings point to the risks associated with weaker supervisory controls over remote establishments.

4. Group Audit Work - Commercial Services and other LATCo's

4.1. A Group Audit function was formed at the start of January 2015 to provide internal audit cover to Commercial Services and other future emerging LATCo's, the aim being to strengthens governance and provide consistency and learning from current and future LATCo (or equivalent) operations.

4.2. In relation to Commercial Services we are currently preparing our year end opinion, which is likely to be 'limited' (no change from 2013/14) due to the continuing problems with a large number of legacy systems and practices. We will be reporting this opinion to the next Commercial Services Audit Committee. Management have taken these issues seriously and have developed thorough recovery and action plans which are regularly monitored. A number of improvements have already been evidenced as a result.

5. Counter Fraud and Corruption
Fraud and Irregularities

5.1. As previously stated the counter fraud team investigated a total of 135 fraud and irregularities of which 48 incidents were classified as fraud (in accordance with the Audit Commission's definition) and 11 remain under investigation. The total value of these incidents (both fraud and irregularities) was £176,208 and £152,362 has been identified as recoverable.

5.2. In relation to investigation outcomes, 3 simple cautions[1] were issued, 15 formal written warning letters were sent (mainly to members of the public who had misused their Blue Badge or submit a misleading application to KSAS) and 5 incidents were reported to the police. Other outcomes have included redeployment, resignation prior to disciplinary and financial recovery.

5.3. In relation to proactive preventative counter fraud work the activity can be summarised as follows:

- The section delivered the 'Spot it, Stop it" fraud awareness campaign which was well received and resulted in an increase in awareness and additional irregularities being reported to Internal Audit.
- The service led the Council's participation in the Cabinet Office's National Fraud Initiative (NFI) which is a biennial exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud. This includes police authorities, local probation boards, fire and rescue authorities as well as local councils and a number of private sector bodies. In total (but excluding finance related matches) the NFI identified 11,000 high priority matches. Results to date include cancelling 1,900 Blue Badges belonging to deceased persons and annulling a further 5,800 concessionary travel passes. 39 matches are currently being investigated further.
- The team led a successful bid and were awarded £480,000 from the DCLG Counter Fraud Fund to implement a pan Kent data analytics and intelligence network. The network will launch in the autumn of 2015 and is projected to save Kent authorities £3.9 million over the next five years by reducing fraud and error across a range of council services.

[1] A simple caution (once known as a formal or police caution) is a formal warning that may be given to persons aged 18 or over who admit to committing an offence. The simple caution scheme is designed to provide a means of dealing with low-level, mainly first-time, offending without a prosecution.

5.4. In accordance with CIPFA's Code of Practice for Managing the Risk of Fraud we are satisfied that the Council has adopted a response that is appropriate for its fraud and corruption risks and is committed to maintaining its vigilance in tackling fraud.

Kent Intelligence Network

5.5. We previously reported our success in a bid to the DCLG 'Counter Fraud Fund' to facilitate the creation of a county wide counter fraud intelligence network working in partnership with all the Kent districts and Medway. We are the lead authority and anticipated host.

6 Follow Ups

6.1. In relation to follow up work and independent analysis on progress by management to implementing agreed actions from audits, a summary is shown in Appendix D. This data follows on from the format used at the last Governance and Audit Committee where we are now spotlighting implementation of higher priority actions and in areas previously judged to have an assurance rating of 'adequate' or less.

6.2. In summary the results from such follow up work indicates that progress in implementation of agreed actions is generally satisfactory, although sometimes slow. In particular the implementation of 40% of agreed actions are still in progress.

7 Internal Audit and Counter Fraud Performance

Internal Audit

6.3. Internal audit performance against our targets to the end of March 2015 are shown below:

Performance Indicator	**Target**	**Actual**
Effectiveness		
% of recommendations / issues accepted	98%	98%
Efficiency		
% of plan delivered	90% by year end	96%

% of available time spent on direct audit work	85%	85%
% of draft reports completed within 10 days of finishing fieldwork	90%	83%
Preparation of annual plan	By April 14	met
Periodic reports on progress	G&A Cttee meetings	met
Preparation of annual report	Prior to AGS 2014	met
Quality of Service		
Average Client satisfaction score	90%	93%

6.4. It will be noted that 96% of the audit plan was achieved during 2014/15, exceeding our target and in addition to special investigations and unplanned work. Appendix C details the final plan progression for 2014/15.

Counter Fraud Transparency Measures

6.5. For completeness on performance, the counter fraud performance for 2014/15, as previously reported to Committee is repeated below:

Counter fraud transparency measures	**2014/15**
Total number of employees undertaking fraud investigations	3
Total number of professionally accredited counter fraud specialists	2
Amount spent on investigation and prosecution of fraud	£128,781
No of fraud cases investigated	53

No of irregularity cases investigated	82
Total No of occasions on which (a) fraud and (b) irregularity was identified	(a) 53 (b) 20
Total monetary value of (a) and (b) detected	(a) £84,908 (b) £90,735
Total monetary value of (a) and (b) recovered	(a) £73,946 (b) £84,433

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It will be noted that fraud recoveries exceeded the costs of the team in 2014/15.

7. Conformance with Public Sector Internal Audit Standards

7.1. It is clearly essential that when delivering an opinion on the control, governance and risk environment of the Council, senior management and Members can rely on the quality of audit and counter fraud work and the associated staff competencies. In particular it is a requirement that the audit and counter fraud function complies with public sector internal audit standards. (PSIAS).

7.2. As previously reported to this Committee, in March the unit was subject to a full independent external quality assessment by the Institute of Internal Auditors (IIA). The outcomes from this assessment was that the unit had full compliance with 52 of the 56 internal audit standards (and partial compliance with the remainder) and as a result received the highest level of grading from the IIA. Backing up this assessment are the periodic self-assessments and quality assurance and improvement programmes that the unit undertakes.

8. Conclusion and Opinion

8.1. Based on the scope and findings from internal audit and counter fraud work performed during the year and taking into account strengths and areas for development identified that **substantial assurance** can be provided on the adequacy of overall governance arrangements, risk management and internal control.

8.2. In relation to our own performance we believe we continue to offer an effective independent assurance service that provides added value to the Council during a time of considerable challenge and change.

Appendix A - Summary of individual 2014/15 Internal Audits issued April - July 2015

Optimisation

Scope

The aim of the audit was to provide assurance that the improvements and changes developed and piloted by Newton Europe have been rolled out and imbedded in the practices of area teams, budgeted and cashable savings have been achieved, and that these changes are sustainable without further external consultancy support.

Overall assessment – Limited Prospects for Improvement - Good

The Limited assurance relates to concerns over the implementation and sustainability of the revised optimisation system which are having an impact on staffing efficiencies and ultimately the service to clients. There are indications that this has not been comprehensive and although guidance is available it is not widely used. There were examples where calendar slots were not entered by staff, or were categorised incorrectly which affected the number of slots identified by the scheduling tool and the tracker sheet. In addition calendar slots, open to all KCC staff, contained personal, confidential information.

The savings from the new model were reliant on the reduction of staff during the recent restructure. Projected savings are on course to be realised, but we were informed by management that the reduction of staff and current vacancy levels is making the model hard to sustain.
The stand-alone system is not being centrally supported resulting in availability and maintenance problems.

Performance management processes within the division use good reporting tools to identify issues and track them. There is a clear process for escalating issues and drilling down in to areas of poor performance. There are staff and management groups in place to address issues identified.

Annual Governance Statement

Scope

The overall objective of the audit was to provide assurance that there are adequate and effective processes in place to ensure that returns are completed appropriately, in order to provide the information required to produce the Council's Annual Governance Statement (AGS). This did not include a review of the final AGS which is included in the Statement of Accounts, as this will be reviewed by the external auditors.

Overall assessment: Substantial

Overall, we found that adequate processes were in place to manage completion of AGS returns. Suitable evidence was received to support: Corporate Director review and challenge; actions taken on issues raised; discussion of issues at DMT Meetings and resolution of recommendations raised in the 2014/15 internal audit report. In addition, consolidated Part A returns represented a fair reflection of the priority issues facing each directorate for the year ahead.
The Substantial assurance level reflects that the Authority largely operates a sound process for completing AGS returns. We found two minor exceptions to this where returns had not demonstrated that all expected resources had been considered. In addition, whilst we received satisfactory evidence to support management of raised issues, it was not clear from the AGS returns themselves whether issues were completed or remained outstanding. Specifically one return had not included any of their 2013/14 issues that had been completed.

In total, we identified 3 issues, 2 rated medium risk and 1 rated low.

There were 8 issues raised, of which 5 were high.

Apprenticeships

Scope

The objective of this audit was to provide assurance that the eligibility of young people, quality of placement and payments made for Apprenticeships are in accordance with agreed procedures and that sufficient monitoring is in place to establish the success/ progression of young people within apprenticeship schemes.

Overall assessment: Adequate (Draft)

We found that there is comprehensive guidance in place that sets out best practice; supporting records were mostly retained in line with the guidance. Key performance indicators have been established and are regularly monitored to evidence the success of apprenticeship schemes.

The Adequate assurance is based on sample testing identifying that 55% of employer's expressions of interests (EOI) were not retained for the Kent Employment Programme (KEP) and, that grant agreements and EOI do not specify the responsibility to perform eligibility checks. Payments made in advance of set periods as set out in guidance for KEP were identified. Within Assisted Apprenticeships (AA) a significant proportion of payments, 66% of our sample, were not paid in line with the monthly amount as stated in guidance documentation. KCC apprenticeships only select two providers for all apprenticeships though there is no reason that others could not be considered. There are gaps in leaving data collected for apprenticeship schemes leading to schemes not being able to evidence the progress of all Apprenticeships.

In total, we identified 4 issues, 1 rated high risk and 3 medium.

Corporate Governance

Scope

The aim of the audit was to provide assurance that the Corporate Governance arrangements within the Council are being managed effectively in order to meet corporate objectives and to support the Annual Governance Statement.

Overall assessment – Substantial

Over half the completed audits reviewed against the SOLACE 'Delivering Good Governance in Local Government framework' were assessed as giving Substantial or High levels of assurance.

The Substantial assurance reflects that there are accessible strategic plans and that operational policies and procedures are in place across the organisation. However, training that has been made mandatory, such as Kent Manager and Information Governance, has not been completed by all staff. There was also poor up take of the e-induction course for new members of staff.

We found that Safeguarding was not specifically mentioned in the Annual Governance Statement and that there was no central monitoring of Ofsted inspections and quality of Kent children's homes.

There were 5 issues raised, none of which 1 was high.

Direct Payments

Scope

The overall objective of the audit was to provide assurance over the controls in place in both Adults and Disabled Children's Direct Payments to mitigate associated risks including legal, financial and safeguarding risks.

Overall assessment: Split Assurance – Adults Adequate, Children Limited

The Direct Payments process was last audited in 2011-12 and resulted in a 'Limited' assurance for both adults and children.

Adults Social Care
Overall, we found that there had been control improvements, for example there had been a large increase in the number of Direct Payment (DP) agreements retained on file. We also found that policies and guidance are comprehensive, payments had been made accurately and amendments had been processed timely.

The Adequate assurance reflects that controls in place for Mental Health DPs were not operating as effectively as the rest of Adults Social Care. Additionally, at the time of fieldwork 40% of DP reviews were overdue. The DP Team has worked to address this, which resulted in a decrease in overdue reviews, however there has also been a 30% increase in Direct Payments clients in which means we cannot be certain that this direction of travel is sustainable.

In total we identified 2 high (summarised above), 1 medium risk and 1 low risk issues.

Children
We found that appropriate policies and guidance are in place. Additionally, all Direct Payments tested had been reviewed in the last 12 months and endings had been processed timely, reducing the risk of overpayment.

The Limited assurance level reflects that at the time of fieldwork, there was no signed contract extension in place between KCC and the providers of the Direct Payments Support Service. There was no Direct Payment Agreement on file for 35% of our sample, and there was also insufficient documentation retained to support that the majority of Direct Payments had been appropriately authorised. There is also no control in place to ensure that the service user continues to be paid if the adult service is not set up for the service user's 18th birthday, as required by the Care Act 2014.

In total, we identified 3 high, 2 medium and 1 low risk issues

Customer Feedback	Kent Enablement at Home (KEaH)
Scope The overall objective of the audit was to provide assurance that the risks associated with Customer Feedback are being managed adequately and effectively in order to meet system, service and corporate objectives. **Overall assessment – Adequate (Draft)** Customer feedback is received through a number of channels and by numerous service units and teams, many of which have developed their own procedures. This audit cannot give assurance that all feedback and complaints are captured in the first instance, and instead focussed on assessing whether those complaints that are recorded were being dealt with in line with the various policies and procedures that exist across the Council. The Adequate assurance is based on testing of the handling of complaints received by a sample of services, as well as those escalated to the Local Government Ombudsman (LGO), which generally found procedures were being followed. Where the Council is working with third party providers, we found instances where there was insufficient detail in the contract to ensure that feedback (including complaints) was captured and appropriately addressed. A number of areas for improvement were identified, one of which was high risk regarding inconsistencies in defining, recording and processing complaints across the Council. The Policy, procedures and website require updating once the new Customer Service policy is finalised and approved, third party provider arrangements for complaints handling are unclear and not consistently monitored by contract managers. Improvement could be made to the processes for identifying lessons learned from complaints and reporting of these. A total of 6 issues have been raised, 1 high, 4 medium and 1 low risk.	**Scope** The objective of this audit was to provide assurance the Enablement Service policy and practice guidance is being applied and adhered to effectively to facilitate independence and thereby supporting reduction or elimination of the need for further intervention. **Overall assessment: Adequate (Draft)** The Adequate assurance is based on there being detailed protocols and guidance available to all staff. Performance is being monitored on a regular basis with weekly trackers and dashboards generated at a local level and also on an overarching basis for the whole service. The 50% 'success rate' of service users going on to live independent lives is a slight decline on previous performance but with considerably higher volume of referrals. However, results of testing on client files that established evidence of service user agreement to enablement was not available on a substantial proportion of client records and 37% didn't have evidence on file of required reviews. We were informed that this may have been due to a lack of resources within locality teams regarding filing. We identified data quality issues within the trackers including dates, length of service and number of referrals. Service users had been added to the tracker without a Swift ID, as this is not always available at the time of starting the service. This presents risks over duplicate records and resultant inflated contractor payments. Those declined by the service or by the service user are not recorded on Swift as required in the procedural guidance. There is no risk register in relation to the delivery of the KEaH service. Testing found that not all staff had completed required training in full. Referral figures include all referrals regardless of how long the client was in the service, for example 11% of those that entered enablement were only in the service for a day or less. In total, we identified 4 issues, 1 rated high risk and 3 medium risk. All of these are summarised above.

Data Protection Compliance	Member and Officer Expenses
Scope The overall objective of the audit is to provide assurance that the Information Resilience and Transparency Team are effective in contributing to the Council's obligations under the Data Protection Act (DPA). **Overall Assessment – Substantial** Duties for compliance with the Data Protection Act 1998 rest with the Information Resilience and Transparency Team. Business areas are relied on to report any suspected data incidents to the team. Investigations are carried out and, if a breach has occurred, a referral would be reported to the Information Commissioners Office. The Substantial assurance is based on sample testing and interviews with key officers, which identified that controls are operating effectively. The team centrally maintains data protection procedures and provides information and guidance to staff through Knet, along with regular bulletins in K-mail. All staff have access to a DPA training course, however, the course is optional and there is no monitoring of numbers of staff who have completed it. Hence although all staff are expected to conduct their business with due regard to DPA, they are not made explicitly aware of their obligations. All reported incidents are logged, investigated and assessed to identify whether a serious breach has occurred which needs to be reported to the Information Commissioners Office. Audit testing confirmed the accuracy of the logs and that appropriate records have been maintained for all data incidents. The IR&T team also logs and oversees the collation of data for subject access requests by individuals under the DPA. One medium risk issue has been raised in this Audit.	**Scope** The overall objective of the audit was to provide an assurance that adequate, robust controls exist and are operating effectively to ensure that only appropriate and bona fide payments are made. **Overall assessment: Members - Substantial; Officers - Adequate** KCC reimburses Members and officers for expenses incurred whilst on Council business. Annually, the Council spends approximately £6m reimbursing officers and £120,000 reimbursing Members for expenses incurred. We found that there were detailed and up to date policies, procedure notes and guidance available for both officers and Members. Although one duplicate manual expense claim (for an officer) was identified, we found no evidence of fraud. The Substantial assurance for Members is based on sample testing that confirmed that key controls were operating as intended. The Adequate assurance related to officer's expenses is based on sample testing that revealed a significant number (33%) of officer claims did not include receipts for all expenditure and/or sufficient details of journeys undertaken for mileage claims (37%). Although we recognise that this is an improvement from the previous audit, which identified that 50% of claims sampled failed to include a receipt. In total, we identified 4 issues, 1 of which was high risk (summarised above).

Network Security	PCI Compliance
Scope The overall objective of the audit was to provide assurance that the Council's network is secure, effectively managed and has resilience, in order for it to provide the platform delivery of business and communication applications. **Overall Assessment – Substantial** The Corporate ICT Network Infrastructure provides the platform to support delivery of primary business applications and communication systems. The Network is based around two key data centres, with a further 10 'tier 1' sites to support distributed network components. The internal network is supported by the Council's in-house ICT team, but the WAN that provides the backbone for connectivity between sites, is supported by an outsourced service provider. The Substantial opinion is based on an assessment of network security arrangements which found that the internal network structure is designed to facilitate resiliency and network equipment is held in suitably secure areas; the network is administered effectively. For the Windows environment, security patches are identified, evaluated and installed as appropriate. The Firewall configuration is considered fit for purpose, antivirus is installed on the server and desktop environment and both privileged and regular user access is administered adequately. The audit identified a small number of areas for improvement: patch management for the Unix environment is largely reactive and it was noted that the CCTV within the Sessions House data centre does not cover the entrance door. Two issues have been raised as a result of this audit, 1 Medium risk and 1 Low risk. No management action is proposed to address the Low risk issue; it was considered that the mitigating controls are sufficient.	**Scope** The overall objective of the audit is to assess KCC's preparedness for compliance with Payment Card Industry Data Security Standard, including use of chip & pin terminals. **Overall Assessment – Limited** The Payment Card Industry Data Security Standard (PCI DSS) is an information security standard that applies to organisations that offer facilities for the public to make payments via credit and debit cards. The standard was introduced to increase controls around cardholder data to reduce credit card fraud. KCC has not yet certified itself to be compliant with PCI DSS; however it remains bound by the standard and may be fined if there are any security breaches leading to disclosure of card data. ICT Security and Service Transition team has completed, on a quarterly basis, a self-assessment of PCI compliance for the business areas that process card payments via Worldpay. We understand, however, that are other services which process payments via other merchants. The volume and value of such payments cannot yet be quantified, nor are the processes through which such payments are processed fully understood. The Limited assurance opinion is based on the lack of clarity over all the processes in place through which the Council receives credit and debit card payments, which means that it is not currently in a position to assess PCI compliance across the Council. In addition, a number of other issues were identified around the security of payment data. 4 issues have been raised, 1 high and 3 medium risks. Due to high costs of software monitoring management have determined they will defer rectification of one medium risk

Revenue Budget Monitoring	Schemes of Delegations
Scope The aim of the audit was to provide assurance that the budget monitoring process ensures that revenue income and expenditure is accurately recorded and reviewed, reliable forecasting is provided and that potential issues are identified on a timely basis for corrective action to be taken. This audit focused on the very high risk budgets. **Overall Assessment – Adequate** There are approximately 2,900 cost centres that are monitored and reported on each month, covering all the Council's services. Budget holders are required to take ownership and monitor their budgets proactively, with varying degrees of support from Finance according to the risk rating given to their budget. The very high risk budgets are each monitored by senior accountants in Revenue Budget Monitoring, who work closely with the service budget holders to understand the nature of the activity, expenditure and income and to forecast the budget position for the remainder of the financial year. The 'Adequate' assurance is based on interviews with staff and testing of monitoring and forecasting arrangements for a sample of very high risk budgets. Each budget area has its own bespoke spreadsheet which is used to provide a monthly forecast at a subjective level and explain budget variances. Our audit testing confirmed that there is a clear link between the underlying financial data in Oracle and the income and expenditure reported in the Revenue Budget Monitoring Report to Corporate Board and Cabinet. However, areas for improvement were also identified including: the analysis and understanding of projected transformation savings; effectiveness of the budget monitoring process and reliance on data quality of feeder systems; the timeliness of reporting to Cabinet; and the lack of procedure notes or process maps. We have raised 5 issues, none of which are high risk.	**Scope** The aim of the audit was to provide assurance that controls are in place to ensure decisions are made in line with the Council's Executive and Non-Executive Schemes of Delegation and that sub delegations are properly formulated, documented and complied with. **Overall Assessment – Substantial** The Council has a legal requirement to ensure that adequate governance arrangements are in place to help achieve its statutory responsibilities and to protect the Council's assets and finances. The Constitution records the arrangements made by the Council, the Leader and Council Committees for the allocation and delegation of the powers and functions of the Council, in accordance with the Local Government Act 2000. Functions may be sub-delegated and any sub-delegations should be formally documented and a copy sent to the Monitoring Officer. The Substantial assurance is based on our key findings that the Constitution and Financial Regulations are regularly reviewed and updated, there were effective controls in place for recording and publishing decisions and most sub-delegation agreements were found to be appropriately detailed and up to date. Where sub-delegations were not fully up to date, work was already in progress to address this. We have raised 3 issues for further improvement to controls, none of which are high priority.

Schools Financial Services – System of School Audit

Scope

The overall objective of the audit was to provide assurance that the regime of compliance visits undertaken by the Returns and Compliance (R&C) team is adequate and effective to support the Section 151 Officer's certification for the Schools' Financial Value Standard.

Overall assessment: Adequate

In order to enable the Corporate Director of Finance & Procurement to sign the annual assurance statement, there is a rolling programme of extensive compliance visits to schools in place. The visits are determined on a risk basis, every school having at least one visit every five years, with schools presenting a higher financial risk being visited more frequently.

The Adequate assurance is based on the good progress that has been made by the R&C team since the last audit was completed in 2014. Areas of good practice include amending the work programme template taking into account a number of previous audit recommendations. Reports are issued to schools promptly following each compliance visit with consistent recommendations being made.

The audit identified a small number of areas for further improvement, including some additional enhancements of the work programme and the need to formally develop a protocol to follow up on recommendations raised during schools compliance visits.

In total we identified 3 issues, 1 high and 2 medium.

Section 17 Payments Process

Scope

The objective of this audit was to provide assurance that the decision, approval and payments made under Section 17[i] of the Children's Act were in accordance with agreed procedures set out by the Council.

Overall assessment: No assurance

The service has made significant efforts to reduce this area of spend from £1.8m in 2011/12 to £533,000 in 14/15, and high level budget monitoring is good, however we found a number of significant operational control weaknesses.

The No assurance is based on there being limited policies and procedures and those that did exist were not available to all staff and were contradictory in regards to authorisation limits leading to inconsistent practices. There was no standard form for payments, and we were unable to establish whether a significant proportion of payments had been authorised correctly because either the authorisation was outside delegated limits or we could not trace the necessary documentation. Testing identified that some spend against Section 17 was not in line with current practice. While this spend may have been appropriate for the child it is unlikely it would be relevant to Section 17 and should have been allocated to an alternate budget or possibly claimed through business expenses. As a result we could place little reliance on either the validity or authorisation process for over 50% of the transactions sampled.

In total we identified 7 issues, 2 were high risk. The service has responded and all the corrective management actions are due to be implemented by the end of July 2015. We will follow up these recommendations and will report our findings to this Committee.

Section 17(6) of the Children Act 1989 states that the local authority may exercise its duty to safeguard and promote the welfare of children in need by 'providing accommodation and giving assistance in kind or in cash'

Secure Remand Process	Supervision Systems for Front Line staff – Adult Social Care
Scope The objective of the audit was to provide assurance that adequate arrangements are in place for the recording and transfer of information to the YJB (Youth Justice Board), required visits/reviews and tracking of costs where young people are remand to secure custody **Overall assessment: Adequate** Since 2000, the YJB has been responsible for placing youth offenders in secure accommodation in England and Wales. Costs are met by Kent County Council (KCC) and a grant for this is provided by central government via the YJB. The grant does not meet the overall cost involved and therefore KCC has to supplement this. Whilst the Youth Offending Team (YOT) will make recommendations to the court as to where a young person should be placed securely, the final decision rests with the magistrate The Adequate assurance is based on sample testing of remand cases for 2014/15. The majority of forms had been fully completed, submitted to the YJB timely and copies retained on the Case Management system (Careworks). All invoices tested related to a valid period of remand, had been passed for payment promptly and had been charged at the correct rate. Weaknesses were identified in some areas; a small number of forms had not been completed, in one instance sampled the forms were not sent to the YJB within time limits. Careworks did not contain sufficient evidence of transfer of documents to the YJB for a high number of instances. In total, we identified 4 issues, 3 rated medium risk and 1 low risk.	**Scope** The overall objective of the audit was to provide assurance that key risks in relation to supervisions are managed to ensure supervisions are undertaken in line with KCC Policy and mandatory requirements. **Overall assessment: Limited** Supervision is a key control behind delivery of effective services to vulnerable people – indeed there are significant risks if a serious incident occurred and there was an absence of adequate supervision contributing to poor practice and / or record keeping. We found that there is a comprehensive policy in place that embraces best practice and supervision records evidenced discussion of many of the key areas outlined in the policy. Staff interviewed generally felt that they were well supported in case work and through informal supervision. There are robust arrangements in place to provide assurance on the quality of supervisions provided to Mental Health staff that are seconded to the Kent and Medway Partnership Trust. Staff appreciated the importance and value of supervision. The Limited assurance is based on sample testing that showed 70% of Older People and Physical Disability (OPPD) and 61% of Learning Disability (LD) frontline staff had not received regular formal supervision over the last year, as defined in the policy. Additionally, a high level of work stress emerged in OPPD as both a key issue and a barrier to effective supervision. We also identified issues relating to records management, for example 30% contained insufficient detail of case discussion and the majority of key decisions had not been transferred to service user files. There was limited evidence that some areas outlined in the policy were covered in supervision, for example quality checks of service user files, and there are also no arrangements in place for the quality assurance of supervisions themselves. In total, we identified 6 issues, 3 rated high risk and 3 medium.

Unaccompanied Asylum Seeking Children (UASC) - Budget Follow-Up	Waste Contract Management
Scope The aim of the audit is to provide assurance that the 18 recommendations that were raised in the previous audit of the Unaccompanied Asylum Seeking Children (UASC) budget have been implemented thereby reducing the identified risks. **Overall assessment – Adequate (Draft Opinion)** The previous audit gave Limited assurance, since then the Unaccompanied Asylum Seeking Children (UASC) service has been mainstreamed, changes in Oracle coding have assisted in improving financial reporting and the UASC budget can now be split by age group and child. Issues regarding the justification of the gateway grant have been superseded as the grant has ceased and funding is now by individual child. The audit showed that there is now greater focus on KCC in-house Foster Care as opposed to Independent Foster Agencies. This and the existence of two block contracts for accommodation for UASC care leavers, has helped control costs. Decisions regarding UASC placements are now discussed and minuted, however more detail justifying these decision still needs to be included on the Liberi system. Progress has been made in the monitoring of housing benefit and council tax exemptions although this has been disrupted by the mainstreaming of UASC. We were informed that new monitoring systems are in development. There has been no progress on the use of agency staff for translators. The UASC service is required to source these through Connect 2 Kent. A further 7 issues have been raised, 1 of which is rated high risk.	**Scope** The overall objective of the audit was to provide assurance that contract management and monitoring of waste contracts is carried out in line with the contract specifications and includes key performance indicators. In addition the audit reviewed payments made for accuracy in line with contract schedules. **Overall Assessment – Adequate** The Waste Management function procures and manages a range of contracts to deal with disposal, recycling, compostable waste and household waste recycling centres. The total net expenditure on waste services for 2014/2015 was approx. £62.7m. The Adequate opinion is based on there being contract monitoring arrangements in place, however the quality of recording meetings, KPI monitoring and actions required was not consistent. This inconsistency had already been recognised by the Head of Waste and new management structures were put in place to develop more robust contract management practices. The new contract management arrangements were developed from April 2015 and are currently being rolled out for new contracts and for existing contracts based on value and complexity. This new approach is expected to be completed by December 2015. There are a lack of defined procedures for contract monitoring and in particular for the review and authorisation of invoices. There is a need to define the reconciliations required and the range of tolerances that will be applied to reconciliations of the tonnages charged to source data. However reconciliation of payments to KCC financial systems (Oracle) is carried out accurately to allow up-to-date monitoring of actual expenditure against budget. The assurance level is based on the 4 issues raised of which 2 are high priority.

Highways – Term Maintenance Contract Payments	Corporate Purchase Cards
Scope The overall objective was to provide assurance that payments made under the contract are accurate and legitimate. This audit covered work ordering, approval and ensuring that payments are accurate, timely, in line with the contract schedules and properly recorded in the Council's financial systems. **Overall assessment - Substantial** Full use is made of the Works Asset Management System (WAMS) for ordering and approving highway works. Orders are based on the contractually agreed Schedule of rates. Variations, disputed claims and completions are all registered in WAMS. The audit included reviewing the submission from AMEY, interfaces with WAMS, Oracle Payments, Oracle Project Accounting, management approvals of payments and the final payment via CHAPS to the Contractor. This payment is adjusted for all unresolved previous and current disputes. The process followed was accurate with appropriate reconciliations at all stages and payments were made within the contractual timescale. Inspections of completed works are carried out on a sample basis and the results of these inspections are collected and monitored centrally. Larger projects are all monitored on a regular basis and are not subject to a sample approach. Procedure notes are in place for the full payments process and for the related inspection procedures. These have been regularly updated, but the audit identified scope for improvement in the documentation of the range of bespoke spreadsheets used to manage and reconcile payments. In addition the links, data requirements and interfaces between the main systems (WAMS, Oracle Payments, Oracle Project Accounting, and Oracle General Ledger) are not fully described. Two medium priority issues were raised both of which were accepted by highways management.	**Scope** The overall objective of the audit was to provide assurance that the risks associated with Corporate Purchase Cards are being managed adequately and effectively in order to meet system, service and corporate objectives. **Overall assessment – Substantial** There are approximately 470 Corporate Purchase Cards in use across the Council's directorates. The average monthly expenditure incurred in 2014/15 using corporate purchase cards has been about £187,000 with over 1,700 transactions each month. The eSolutions application is used to view transactions made on all Corporate Purchase Cards and allocate them to the correct budget code. The system is also used by managers to approve card transactions. The "Substantial" assurance is based on audit testing that showed a number of areas where controls are working effectively in respect of receipts and evidence being approved in a timely manner, cards being held securely and Pin numbers not being divulged. All the transactions sample tested were confirmed as being for valid expenditure, cards were set up for the categories required to meet cardholder's needs and expenditure was within cardholder limits. A small number of areas for improvement were identified although none were high risk. VAT was not being recorded for some transactions, so the VAT paid cannot be reclaimed and valid VAT receipts were not available for all transactions tested during the audit, notably for on-line purchases. In addition it was not clear whether approvers were validating the expenditure by checking receipts and descriptions, which should be done on at least a sample basis. A total of 3 issues have been raised, one medium and two low priority.

Appendix B -Summary of Significant Concluded Financial Irregularities

Ref	Internal or External	Allegation	Outcome
928	External	A whistle-blower raised a safeguarding alert with the Directorate which included allegations of wide spread misuse of purchase cards in a KCC school.	The subsequent investigation established that the school's finance policies were breached and a member of school staff had fraudulently used the purchase card for their own purposes (£1,123). The member of staff was prosecuted by Kent police and following a guilty plea was sentenced in the local Magistrates Court.
939	Internal	Internal Audit was advised of the theft of six iPads from a Kent school by a Teaching Assistant.	At the time of the notification the school had already notified the police who had arrested and charged the Teaching Assistant (TA). The TA was subsequently convicted of fraud and sentenced (4 months custody suspended for a year and £900 compensation paid to the school). The TA resigned from the school prior to the conclusion of a disciplinary hearing.
857	Internal	Internal audit were alerted to allegations that illogical payments had been made from a Kent school to its academy sponsor (another school in Kent).	The investigation established that significant payments (in excess of £280,000) were made to the sponsoring academy without the appropriate approval from the school's governors. As a result the Department for Education terminated the sponsorship agreement and KCC's legal services are pursuing financial recovery.

953	External	Internal audit were alerted to a member of the public who was routinely using a Blue Badge belonging to another badge holder that had died in 2011.	The offender was interviewed under caution and admitted she had been using the deceased users Blue Badge. Legal advice was sought and it was agreed to offer the offender a simple caution which she accepted.
971	External	Internal Audit were alerted to several unusual transactions related to KCC's general account. Further investigation revealed an unknown person had successfully set up a standing order from KCC's general account. Approximately £6,000 was withdrawn, but later refunded by the bank, and around £1,000 was stopped before it was paid.	Due to the limitation of Internal Audit's legal authority we were unable to identify the perpetrator. The matter was referred to the police via Action Fraud. KCC did not suffer a loss and the general account continues to be reconciled every month.
977	Internal	Internal audit investigated an allegation that a member of staff had failed to bank letting income after KCC premises were let out for a number of private functions.	The investigation confirmed that the letting income was not banked in a timely manner and the event was not an appropriate use of KCC premises. The member of staff resigned prior to the completion of the disciplinary action.
1000	External	Internal audit were alerted to a social care client who had allegedly failed to declare an occupation pension payment and associated capital.	The subsequent investigation confirmed the client had failed declare his pension and capital however the client died before any further action could be taken. The overpayment (around £30,000) will be recovered from the client's estate.

Appendix C – Audit Plan 2014/15 Progress

Project	Progress at July 2015	Date to G&A	Overall Assessment	Project	Progress at July 2014	Date to G&A	Overall Assessment
Core Assurance							
Strategic Partnership Governance	Cancelled	N/A	N/A	Contract Management/ Individual Contracts	Complete	January 2015	Limited
Corporate Governance	Complete	July 2015	Substantial	Company Governance/ADSM Advice	Cancelled	N/A	N/A
Annual Governance Statement	Complete	October 2014	Substantial	Remote Site Compliance Visits	Complete	April 2015	Various
Schemes of Delegation	Complete	July 2015	Substantial *	Transformation Programme and CPO Support	Complete	July 2015	N/A – ongoing
Risk Management	Complete	April 2015	Adequate	Contracts of employment - new contracts and changes	Complete	April 2015	High
Business Continuity & Resilience Planning	C/F to 2015/16	TBC	N/A	Equality and Fairness at Work - Performance and Capability	Complete	January 2015	Substantial
Information Governance	Complete	April 2015	Substantial	Health & Safety Follow-up	Complete	January 2015	Substantial
Records Management	Complete	January 2015	Adequate	Use of Recruitment Agencies – Senior Appointments	Complete	April 2015	Substantial
Customer Feedback	Draft Report	July 2015	Limited *	Use of Recruitment Agencies – Temp and Hard to Fill	C/F to 2015/16	TBC	N/A

Core Financial Assurance							
Payroll	Complete	January 2015	Adequate	General Ledger	Complete	April 2015	Substantial
Revenue Budget Monitoring	Complete	July 2015	Adequate	Budget Build	Complete	October 2014	Substantial
VAT	Complete	October 2014	Substantial	Inland Revenue Accounting (PIID, PAYE, NIC)	Complete	April 2015	Substantial
Payments Processing	Complete	April 2015	Limited	Accounts Receivable (manual invoices and AR wizard, billing from SWIFT)	Complete	October 2014	Substantial
Bank Accounts	Complete	January 2015	Adequate	Financial Assessment Unit	Complete	April 2015	Adequate
Client Financial Affairs	Complete	January 2015	Adequate	Corporate Purchase Cards	Complete	April 2015	Substantial
Insurance - managing insurances and claims handling	Complete	January 2015	Substantial	Treasury Management	Complete	January 2015	High
Pension Fund Investment Income	Complete	April 2015	High	Pension Contributions	Complete	April 2015	Substantial
Schools Financial Services	Complete	July 2015	Adequate	Schools Financial Services (Returns)	Complete	January 2015	High
Procurement	Complete	April 2015	Substantial	Recharges	Complete	April 2015	Substantial
Risk/Priority Based Audit							
Capital Project Delivery	C/F to 15/16	TBC	N/A	Property Service Desk	C/F 2015/16	TBC	N/A
New Ways of Working	Complete	January 2015	Adequate	Total Facilities Management	C/F 2015/16	TBC	N/A
Direct Payments	Complete	July 2015	Adults – Adequate Children - Limited	Enablement	Draft Report	July 2015	Adequate *
Supervisions	Complete	July 2015	Limited	H&SC Integration – Kent Card	Complete	April 2015	Adequate
H&SC Integration – Better Care Fund	Complete	April 2015	N/A	H&SC Integration – Health Monies spend/audit	Cancelled	N/A	N/A
Optimisation	Complete	July 2015	Limited	Care Act Preparedness	Complete	April 2015	Adequate

Promoting Independence Reviews	Complete	April 2015	Limited	Safeguarding – Financial Abuse	Complete	July 2015	N/A
Foster Care	Complete	April 2015	Limited	Adoption	C/F to 2015/16	N/A	N/A
0-25 Transformation Portfolio – Watching Brief	Ongoing therefore C/F to 2015/16	N/A	N/A	Children's Services Transformation Programme – Baseline Assurance	Cancelled	N/A	N/A
Children's Payments – s17	Final Draft Report	July 2015	No	Commissioning & Quality in Care Frameworks	Complete	July 2015	Advisory
Supporting People	Complete	January 2015	Limited	Kent Drug and Alcohol Action Team (KDAAT)	Complete	January 2015	No
Adult Social Care Transformation Programme – Watching Brief	Ongoing therefore C/F to 2015/16	N/A	N/A	Domiciliary Care – Post Contract Review	C/F to 15/16	September 2015	N/A
Sexual Health (replaced by Health Checks)	Cancelled	N/A	N/A	Health Checks	Complete	April 2015	Substantial
Prescribing	C/F to 2015/16	N/A	N/A	NICE Guidance	C/F to 2015/16	N/A	N/A
Serious Untoward Incidents	Complete	July 2015	Advisory	Home-to-School Transport, including Special Educational Needs	C/F to 2015/16	N/A	N/A
Elective Home Education/ Home Teaching & Children Missing Education	Complete	October 2014	Split Substantial/ Limited	Data Quality – Education & Social Care	Complete	April 2015	Various
Apprenticeships	Complete	July 2015	Adequate	Workplace Nurseries	Complete	January 2015	Limited
Additional Funding, including Premiums & Collaborations	Complete	April 2015	Split – Substantial/ Limited	SEN Assessment & Funding	C/F to 2015/16	N/A	N/A
Schools Themed Reviews, including purchase cards and procurement	Complete	January 2015	Adequate	Troubled Families	Complete	April 2015	Compliant
KIASS, including Checkpoint Review	Cancelled	N/A	N/A	Broadband Development UK	Complete	July 2015	Advisory

Regional Growth Fund	Complete	April 2015	Adequate	Developer Contributions	Complete	January 2015	Limited
AMEY Contract Payments	Complete	April 2015	Substantial	Gypsy & Traveller Unit (allocation of Sites)	Complete	October 2014	Limited
Concessionary Fares	Complete	January 2015	Limited	Expenses – Members & Officers	Complete	July 2015	Substantial – Members Adequate - Officers
Household Waste & Recycling Contract	C/F to 2015/16	N/A	N/A	Waste Contract Management	Complete	July 2015	Adequate
West Kent Waste Partnership	Complete	N/A	N/A	Kent Resource Partnership	Complete	January 2015	Advisory
Libraries Programme – Checkpoint Review	Complete	N/A	N/A	Carbon Reduction Commitment	Complete	January 2015	Compliant
Commercial Services - Watching Brief	No Longer Applicable	N/A	N/A	Sports Grants	C/F to 2015/16	N/A	N/A
Healthwatch Kent (carried forward from 13/14)	Complete	January 2015	Adequate	Public Health Governance – Deliver and Commissioning	Complete	January 2015	Substantial

IT Audit							
Website (carried forward from 13/14)	Complete	January 2015	Substantial	Liberi Post-Implementation	Complete	April 2015	Adequate
Follow-up Post Implementation Review (Carried Forward from 13/14)	Complete	January 2015	Limited	PCI DSS Compliance	Complete	July 2015	Limited
ICT Governance and Strategy	C/F 2015/16	N/A	N/A	Network Security	Complete	July 2015	Substantial
IT Disaster Recovery	Complete	January 2015	Limited	DPA Compliance	Complete	July 2015	Substantial

Appendix D – Internal Audit & Counter Fraud Follow-up on Implementation of Agreed Actions

No Assurance

Audit	Date	Management Actions		Implemented/ In Progress*		Comment on Progress/ Improvement	Overall Opinion on Actions R.A.G.
		High	Medium	High	Medium		
KDAAT	07/2014	7	0	5 2*	0	Interim follow-ups in Jan and March 2015 indicate good progress on rectifying issues through robust improvement plans under new management. The two outstanding actions are in progress and nearing completion.	GREEN
Total All No Assurance Audits		**7**	**0**	**5** **2***	**0**		

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Limited Assurance

Audit	Date	Management Actions		Implemented/ In Progress*		Comment on Progress/ Improvement	Overall Opinion on Actions R.A.G.
		High	Medium	High	Medium		
Foster Care Payments	01/2014	4	7	3 1*	6 1*	The two actions in progress are dependent on the implementation of Controcc and therefore the date has been extended to September	AMBER
IT Disaster Recovery	02/2015	2	2	1 1*	1 1*	The two actions in progress were due for implementation at end of April and are in the process of being followed up	AMBER
UASC	01/2014	9	9	6 3*	6 3*	A follow-up audit is in progress, additional evidence is awaited to confirm sign-off on implementation for the 6 actions shown as in progress.	GREEN
Children Missing Education and Elective Home Education	09/2014	5	7	5	6 1*	Good progress has been made in all areas. The one action in progress is close to completion and due to be implemented by end of June	GREEN
Community Based Nurseries	12/2014	6	2	1 5*	2*	An options appraisal has been undertaken with decisions on delivery going forward and there has been a change of management, as such we have agreed to revise implementation to end of June	AMBER

Gypsy and Traveller Unit	09/2014	1	1	1*	1*	Good progress has been made at this stage in relation to both actions, full implementation due at end of June	GREEN
Schools Themed Reviews - Procurement	06/2014	1	2	1	2	Implemented	GREEN
Payments process	02/2014	4	3	2 2*	2 1*	These actions were followed-up as part of 2014/15 audit, 3 recommendations had not been implemented and were raised again	AMBER
Section 106	39/2015	4	5	4*	3 2*	This audit followed-up recommendations made in 2013, 4 high priority actions had not been implemented, although revised implementation dates have now been agreed.	RED
Total All Limited Audits		**36**	**38**	**19 17***	**26 12***		

Adequate Assurance

Audit	Date	Management Actions		Implemented/ In Progress*		Comment on Progress/ Improvement	Overall Opinion on Actions R.A.G.
		High	Medium	High	Medium		
Records Management	11/2014	1	0	1*	0	Follow-up of the outstanding action is in progress	AMBER
Payroll	08/2015	3	3	3*	1 2*	It has been reported to us that all actions have been implemented however we await evidence for review prior to full sign-off	AMBER
Imprest Bank Accounts	01/2015	1	5	1*	1 4*	The one high priority action and one of the medium are not due for implementation until end of June. Of the remaining three medium actions in progress two require the publication of guidance and training which has been drafted, one has not been implemented	AMBER
Schools Financial Services - Compliance	09/2014	3	4	1 2*	4	Although good progress has been made overall, two high priority actions remained outstanding; one was partially implemented and has therefore been down-graded to medium. The other had not been actioned.	AMBER
Property Statutory Compliance	12/2013	2	5	2	3 2*	For the two actions in progress one requires production of	AMBER

						guidance which has been approved and due to be published in May. The second was delayed to end of May due to the letting of the new facilities management contract and is in the process of being follow-up.	
New Ways of Working	01/2015	1	4	1*	3 1*	While progress has been made further action is required before full implementation can be signed off, a follow-up audit is scheduled for 2015/16	AMBER
Children Services Improvement	10/2013	0	5	0	5	Implemented	GREEN
Contract Letting and Compliance – Adult Social Care	10/2013	1	5	1	5	Implemented	GREEN
Contract Letting and Compliance – Children's Services	06/2014	0	5	0	4 1*	Good progress has been made however full implementation of the final medium action requires verification before sign-off	GREEN
Community Learning Services	11/2013	1	12	1*	12*	Due to potential changes to delivery model follow-up was delayed to early 2015/16, this is due to commence at end of June and status on implementation can then be confirmed	AMBER
Schools Themed Review – Procurement and Purchase Cards	02/2015	2	2	2	2	Implemented	GREEN

Information Governance	05/2014	2	3	2	3	Implemented	GREEN
Good Day Programme	07/2014	0	5	0	5	Implemented	GREEN
EY Capital Projects – Cost Overruns	06/2014	0	5	0	5	Implemented	GREEN
Client Financial Affairs	11/2015	2	2	1 1*	1 1*	Two actions have been implemented while two remain in progress. The two actions in progress are currently being reviewed as part of a follow-up audit	AMBER
Recruitment and Selection	11/2014	0	4	0	4	Implemented	GREEN
Business Continuity Planning and Resilience	05/2014	0	3	0	3*	The outstanding actions will be followed up in the Business Continuity audit planned to commence July 2015	AMBER
Total All Adequate Audits		**19**	**72**	**8** **9***	**46** **26***		

No reports of follow-up on substantial or high assurance audits with judged good prospects of improvement.

Total All Follow-ups	Management Actions		Implemented/ In Progress*	
	High	Medium	High	Medium

	62	112	33 29*	73 39*

Appendix E - Internal Audit Assurance Levels

Key	
High	There is a sound system of control operating effectively to achieve service/system objectives. Any issues identified are minor in nature and should not prevent system/service objectives being achieved.
Substantial	The system of control is adequate and controls are generally operating effectively. A few weaknesses in internal control and/o0r evidence of a level on non-compliance with some controls that may put system/service objectives at risk.
Adequate	The system of control is sufficiently sound to manage key risks. However there were weaknesses in internal control and/or evidence of a level of non-compliance with some controls that may put system/service objectives at risk.
Limited	Adequate controls are not in place to meet all the system/service objectives and/or controls are not being consistently applied. Certain weaknesses require immediate management attention as if unresolved they may result in system/service objectives not being achieved.
No assurance	The system of control is inadequate and controls in place are not operating effectively. The system/service is exposed to the risk of abuse, significant of error or loss and/or misappropriation. This means we are unable to form a view as to whether objectives will be achieved.
Not Applicable	Internal audit advice/guidance no overall opinion provided.

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From: Paul Carter, Leader of the Council

John Burr, Transformation Director

To: Governance and Audit Committee – 23rd July 2015

Subject: **Facing the Challenge — Legal Services and Back Office Procurement Project** (including the following services; HR, Finance, ICT, EduKent, Contact Point and Digital Communications)

Classification: **non-exempt**

Past Pathway of Paper: n/a

Future Pathway of Paper: n/a

Electoral Division: All

Summary: This report aims to provide an update to the Governance and Audit Committee on the progress of the Legal Services and the Back Office Procurement Project to date and the next steps.

Recommendation:

The Committee is asked to note the progress to date and the next steps, for assurance. Separate reports will be taken to the Policy and Resources Committee at the appropriate time in the procurement process.

FOR ASSURANCE

1 Introduction

1.1 The Back Office and the Legal Services Procurement Project commenced in July 2014, following the decision from County Council to proceed to procurement as an output of the Phase 1, Facing the Challenge Market Engagement and Service Reviews.

1.2 The primary objective of the Market Engagement Reviews was to explore the market and identify a potential solution that can reduce costs, provide income from selling services across the Country, maintaining or improving current standards where possible and maintaining and creating jobs in Kent.

2 Back Office Procurement

2.1 As a result of the County Council decision and being mindful of the need to reduce the overheads and become more flexible, work has progressed under three key components arising from the market engagement and service reviews:

- The procurement project, which is being managed by the FtC team that includes service leads from HR, Finance, ICT, EduKent, Contact Point and Digital Communications.
- The work on establishing the Business Service Centre which brings together transactional activities from the HR, Finance and ICT Services into a single integrated unit. This work will deliver savings in 2015/16 and will provide the

basis of the ‘Should Cost’ model that is necessary for assessing Value for Money during the tender evaluation process.

- Ensuring that the three Divisions and the Customer Services and EduKent functions have clear and robust commissioning and client functions to enable effective management of the commissioned services, wherever they are delivered.

2.2 The integration of the transactional functions was already planned by the three services involved. As such, the three services are being taken forward to procurement as a joint review with a shared preferred option.

2.3 As the service review progressed, greater opportunities and synergies were identified by procuring the services in clusters. This was established through learning from the market engagement and the peer reviews and also from our external independent expert advisors, in alignment with already agreed internal plans to integrate the transactional services into a business service centre. These can be shown in the Lot structure below.

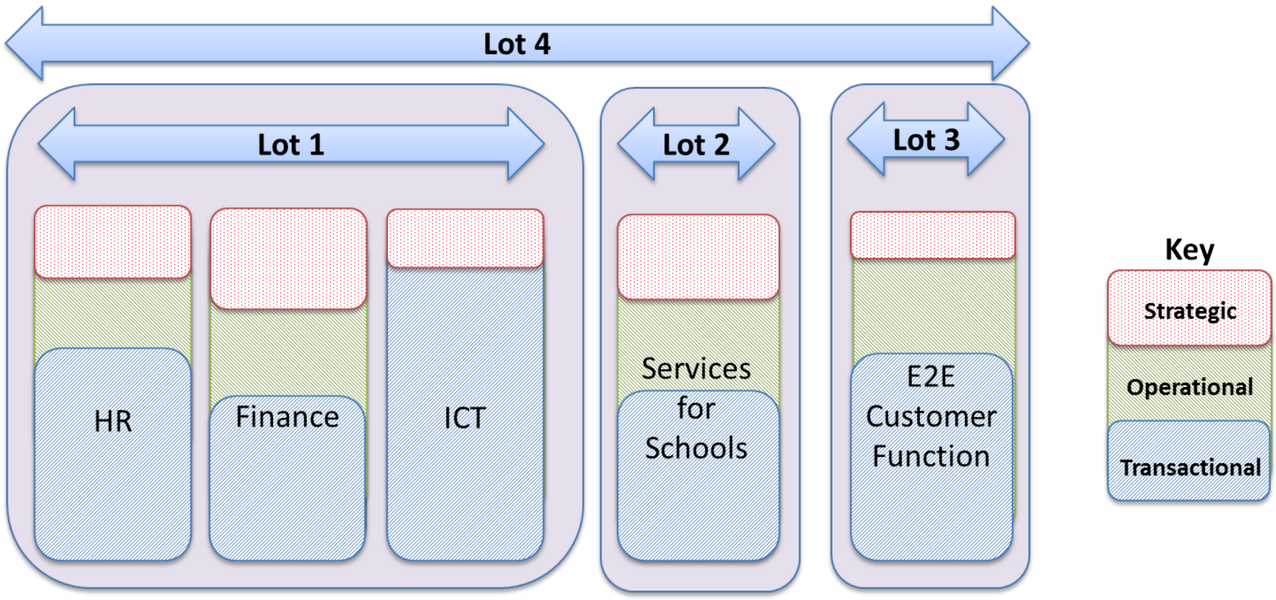

Diagram not to scale

Lot 1 = HR, ICT, FIN
Lot 2 = Services for Schools (EduKent)
Lot 3 = Customer Functions – Contact Point and Digital Communications
Lot 4 = HR, ICT, FIN, Customer Functions, Services for Schools (EduKent)

Please note: following the provider’s assertions that there were greater scale synergies in combining Lots 1, 2 and 3, a fourth lot was introduced in order to test this theory.

3 Legal Services

3.1 After a full independent review of the options available to KCC for the future delivery of Legal Services was undertaken, which included a ‘soft’ market engagement exercise to validate assumptions and confirm the results of the early desk top research, the County Council endorsed the recommendation to commence a procurement exercise.

3.2 The Outline Business Case recommendation that was endorsed by Members back in July 2014, was to progress with an option to seek a commercial partner to form a joint venture (JV), and then to apply to the Solicitors

Regulation Authority (SRA) for a licence to operate a legal practice under the Alternative Business Structure (ABS) arrangements.

3.3 The intention is for the JV/ABS to not only undertake KCC's legal work, also to trade in the wider market, unlike the current in-house model, which is not permitted to trade other than with a limited number of public sector bodies. This will provide the following potential benefits:

- The opportunity for KCC to receive an initial capital investment on set-up
- The opportunity for sustainable growth and for KCC to have an interest in an appreciating asset
- An increased income stream for KCC
- Recurring savings on the cost of the annual KCC legal spend

4 Procurement Approach

4.1 Both procurements are being undertaken in accordance with the Public Contracts Regulations 2006 using the most suitable of the available procedures namely the Competitive Dialogue Procedure (CDP).

4.2 CDP is best able to accommodate the complexity of the procurement and enable a solution to be developed which best meets KCC's needs.

4.3 CDP is specifically designed for complex contracts where there is a need for contracting authorities to discuss all aspects of the proposed contract with Bidders. The main features of CDP are:

- Dialogue is allowed with selected suppliers to identify and define solutions to meet needs and requirements of the contracting authority
- The award is made only on the most economically advantageous tender criteria.

4.4 CDP has allowed KCC to debate potential solutions with the Bidders and to test their thinking further in terms of how they would deliver those services on behalf of KCC. During this process KCC has challenged the Bidders to provide outline solutions and discuss those solutions in light of KCC's current and future challenges. As a result, the service specifications have been amended, within the initial scope, to reflect these discussions.

4.5 The remaining Bidders will shortly be asked to produce a draft final submission, based on their initial submission and on what has been discussed and explored further during the dialogue sessions. This is called the Draft ISFT (Invitation to Submit Final Tender). Please note, for Legal Services there will not be a draft submission.

4.6 Once dialogue has closed; Bidders will then produce their f**inal tenders** which will be evaluated throughout August, in line with our internal procurement policies and procedures and also the Public Sector Procurement Regulations.

5 Project Support and Partners - Assurance and Governance

5.1 The Back Office and Legal Procurement projects are governed by a Commissioning Group and a Project Board which is made up of the Directors/ Lead Officer for each of the Services included in the process, the Director of Transformation and internal and external business advisors. These Groups meet regularly and offer support and challenge to the process as well as allows for any key risks or issues to be escalated and where possible mitigated. They are responsible for making recommendations, based on the Project Manager's report.

5.2 Progress is reported and updates are provided to Members through Policy and Resources Committee and also the Commissioning Advisory Board (CAB) where Officers have sought advice and guidance from Members throughout the process.

5.3 There is a nominated 'Service Lead' from within each of the services who represent the individual services throughout the process and who have assisted in the writing and specifying key contractual and process documents. In addition to this, the Service Leads have offered expert advice and guidance in the dialogue sessions to help shape the contract as well as colleagues from our internal Procurement and Legal teams and other support services.

5.4 Each of the project delivery teams is headed by a Project Manager, with functional leads from each service working alongside external specialists, who offer direct support to the service leads, particularly with designing and creating the service specifications.

5.5 The FtC team have also engaged KPMG to offer additional advice and guidance required and more importantly, to validate the process, including the 'Should Cost' model, as we move through each of the milestones.

5.6 All Legal advice for the Legal Services review has been sought externally from TLT, to avoid any conflict of interest. Additionally, TLT are also acting on both procurements to mitigate any potential contractual conflicts that may arise.

5.7 In addition to the above, our external auditors Grant Thornton are engaged and have been commissioning to assure the Value for Money process as we move through the evaluation period.

6 Next Steps

6.1 Competitive Dialogue will continue for both of the projects, to refine the solution and iron out any issues or concerns with the Bidders' solutions. During this time, we are on schedule to receive their solution and at this stage; we will get full visibility of the price and the quality documentation that form the Bidders' response.

6.2 For the Back Office project only, after discussions to refine the draft proposals are completed, KCC will receive a final proposal from the Bidders for KCC to then evaluate. At this stage, we will go into a period of 'lock down' whereby service leads, procurement and Legal colleagues as well as the Financial team will read, review, understand and score, using the agreed evaluation criteria. Further clarifications may be sought during this time.

6.3 Upon completion of evaluation, an assessment paper will be written that will also include a financial assessment report from the s151 Officer for Members to consider as part of the Key Decision process.

6.4 This paper will then be used to inform Members of the output of the process. It is then assumed that the Key Decision on how KCC wish to proceed will be taken by the Cabinet at the end of September 2015.

7 Member Engagements

7.1 As part of the journey towards the key decision, the Project Team (have and) will continue to engage and have scheduled to attend with Committees/Groups. The tables below outline those key milestones:

7.2 Legal Services:

Legal Services		
Date	**Item**	**Detail**
9th Sep	CAB - Bidder Presentation	Bidder and the Internal Baseline as well as the findings from the Recommendation report is presented to CAB - with an open invite to all Members
10th Sep	Publish P&R and Cabinet Paper	Publish Cabinet Committee paper (with Recommendation paper) to P&R and to Cabinet Committee
18th Sep	P&R Committee	Present Recommendation paper to P&R Cabinet Committee - but invite Cabinet Members to sit in at P&R to hear any comments they have
21st Sep	Cabinet Meeting	Present Recommendation Report to Cabinet and Decision taken

7.3 Back Office Services (BoP):

BoP Project		
Date	**Item**	**Detail**
9th Sep	CAB - Bidder Presentation	Bidders and the BSC team as well as the findings from the Assessment Paper is presented to CAB - with an open invite to all Members (subject to approval)
10th Sep	Publish P&R and Cabinet Paper	Publish Cabinet Committee paper (with Assessment paper) to P&R and to Cabinet Committee
18th Sep	P&R Committee	Present Cabinet Committee paper to P&R Committee - but invite Cabinet Members to sit in at P&R to hear any comments they have
21st Sep	Cabinet Meeting	Present Cabinet Committee paper to Cabinet and take decision

8 Recommendation

Recommendation:

The Committee is asked to note the progress to date and the next steps, for assurance.

9 Background Documents

Facing the Challenge: Phase 1 Service Review and Market Engagement Outturn Report – County Council – 15 May 2014

Facing the Challenge - Customer Services, Finance, HR and ICT - To note a report that provides an update on the current progress of the Customer Services, Finance, HR and ICT service reviews being undertaken as part of Facing the Challenge - Policy and Resources Cabinet Committee
Friday, 19th September, 2014 10.00 am

10 Contact details - report authors:

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By: Cabinet Member for Finance and Business Support – John Simmonds

To: Governance and Audit Committee – July 23 2015

Subject: **Update of Contracts and Tenders Standing Orders part of the Constitution** (see: Appendix 5 Resource Management Responsibilities Statement (including Property Management Protocol and Contracts and Tenders Standing Orders)

Classification: Unrestricted

Summary: This report asks Members to agree the proposed changes and updates to the Contracts and Tenders Standing Orders.

FOR DECISION

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1. Introduction

1.1 The Contracts and Tenders Standing Orders have been reviewed and updated. Whilst there have been no major changes to the format of the Constitution, amendments have been made to reflect the changes in working practices with respect to how procurement is delivered within the Council and to ensure the recent changes to the approach and content of Spending the Council's Money (STCM) is properly reflected. This Committee confirmed its approval to the changes to the approach at its meeting on 30 April 2014. The changes include making reference to a range of flow charts which it is felt will be easier to understand and as they are held on the system they can be relied upon to be completely up to date.

1.2 In line with the terms of reference of this Committee, the revised words to the Contracts and Tenders Standing Orders need to be agreed prior to updating the constitution.

1.3 This update completes the programme of work undertaken to update key policy and procedural documents including Financial Regulations and Spending the Council's Money. The amendments once agreed will be incorporated into the Constitution and the related links will be included within KNET making it easily accessible to Members, staff and other interested persons.

2. Main Amendments

2.1 The process for conducting this review included:

-Ensuring that previously agreed changes to other supporting documents for example ‘Spending the Council’s Money’ and Financial Regulations are accurately reflected within the Constitution.

-Ensuring that relevant publications are available on Knet.

2.2 The amendments made to the Constitution can be seen in the appendix to this report where all of the changes are highlighted. The shaded highlighted changes are suggested additions while the struck-through changes are suggested deletions

2.3 The main areas of change to highlight are:

-inclusion of the flowcharts to assist Members and officers when embarking on a procurement including reference to other key documents;

-reference to the updated Delegated Authorities Matrix (attached here for completeness);

-requirement to include comments from both Legal Services and Strategic Sourcing and Procurement when preparing Single Source Tender reports for Scrutiny Committee Members to explain why competition did not take place when seeking to secure goods works or services.

-Increase to the value at which the appointment of individually named consultants must be reported to Members of Scrutiny Committee from £20,000 to £50,000

3. Recommendation

Members are asked to agree the updated Contracts and Tenders Standing Orders as set out in the appendix to this report for inclusion in Appendix 5 of the Constitution.

Henry Swan Head of Procurement

03000 416742

Attachments: Contracts and Tenders Standing Orders – showing suggested additions and deletions

Flow charts comprising Spending the Council’s Money

Delegated Authorities Matrix – Approved at County Council meeting 21 May 2015

Contracts and Tenders Standing Orders (in support of paper to Governance and Audit Meeting 23 July 2015)

1. It is the responsibility of Senior Managers to ensure that all purchasing or commissioning ~~-~~of goods, ~~and~~ services or works comply with:

(a) legal requirements

(b) EU Directives

(c) the Council's Financial Regulations

(d) ~~the Code contained in~~ 'Spending The Council's Money' (as approved by the Governance & Audit Committee) add flowchart link to STCM pages

(e) standards for the management of property, information technology resources and staff ~~and~~

(f) any conditions attached by the Leader or the Council to the exercise of powers delegated by them

(g) the Council's Bribery Act Policy

Authority

2. (a) All transactions must either fall within the powers delegated to Senior Managers or have been approved by a decision (taken in accordance with the Council's Constitution) of the Cabinet, the Leader, an authorised Cabinet Member, the Council or one of its committees or sub-committees.

(b) No contract, agreement or other document shall be signed or sealed unless it gives effect to:

(i) a decision or resolution (taken in accordance with the Council's Constitution) of the Leader, the Cabinet, an authorised Cabinet Member or one of its committees or sub committees or

(ii) a decision by an officer exercising delegated powers

3. (a) Budgetary provision must exist before any contract can be entered into. This provision should be explicit in a budget approved by resolution of the Council. ~~Where budgetary approval exists for a specific item further Member approval is not generally required.~~

(b) Where there is no specific budget line, Senior Managers may approve expenditure up to £100,000, provided the expenditure can be met within budget. Above £100,000 a formal decision by the Leader, the Cabinet or an authorised Cabinet Member is required taken in accordance with the Council's Constitution. ~~Business cases Plans and Business cases~~

Thresholds

4. (a) The financial values (exclusive of Value Added Tax) refer to the total lifecycle of the contract and the rules included within the flowcharts must be followed ~~at which processes become mandatory are~~ :

(i) below £8,000 – maximise VFM add flowchart link

(ii) £8,000 to £49,999 – ~~at least three written quotations must be sought from appropriate sources and one supplier must be Kent based~~ add flowchart link

(iii) £50,000 and above – ~~the competitive tender process, as defined in 'Spending the Council's Money', must be followed~~ add flowchart link

However both the overall obligations of STCM and the statutory requirement to achieve value for money apply to all transactions and don't just apply from the above amounts and, as such a competitive tender process may be appropriate for procurements below £50,000.

(b) In addition ~~European Union Directives, enacted in UK Law~~ the Public Contract Regulations 2015, set limits for public contracts above which specific procedures are required to be followed. ~~The procedures cover the advertising of contracts, the rejection of suppliers, technical specifications, evaluation, selection and award criteria. All procurements for goods, services and works above the financial thresholds are covered by the legislation but not all procurements for services, social care for example, are subject to the full process.~~ The current levels at which these apply are for goods and services, £172,514 and for works, £4,322,012. All contracts estimated to exceed these values must be notified to the Head of Procurement for guidance and support

(c) There must be no attempt to avoid any of these limits by deliberately manipulating the requirement or frequency of ordering.

(d) The 'financial values' here refers to the:

(i) total amount payable over the contract period, i.e. the Council's total liability under the contract, and not the budget available in the current year or

(ii) reasonable expectation of the cost of the consequence of the decision or

(iii) ~~'net~~ commercial benefit' to the contractor/supplier /provider

whichever is the greater.

The award

5. Senior Managers may sign documents on behalf of the Council or authorise officers to do so in accordance with the Delegated Authorities Matrix (link to Financial Regulations) ~~This authority may be given by inclusion in the nominated officers' terms of appointment, by specific resolution or as part of a system implementing delegation arrangements within a directorate.~~

6. Where a contract for a Consultant is estimated to cost ~~£20,000~~ £50,000 or more details of the proposed award must be forwarded to the relevant Cabinet Member prior to the appropriate officer making the award. In this context a Consultant is defined as a named individual (i.e. the Council states it wants individual x) taken on to perform a particular, temporary, and defined, task. Add flowchart link. Members and Officers are also reminded to seek guidance over the engagement of ex-employees as consultants (*add link to Kent Scheme - Terms and Conditions of Employment)*

7. (a) Any contract with a value in excess of £1m must be made in writing and either:

(i) affixed with the common seal of the Council and be attested by at least one authorised officer (as defined in clause 8 below) or

(ii) signed as a deed by at least one authorised officer (as defined in clause 9 below)

8. The common seal of the Council shall be affixed to any document or agreement if the Director of Governance and Law considers it appropriate for the purpose of transacting the Council's business or safeguarding its interests.

9. The seal may be fixed and witnessed or the document signed as a deed only by the Director of Governance and Law or officers authorised by him in writing to do so.

10. The Director of Governance and Law shall ensure a register is maintained of all documents and agreements that are sealed including the name of the person who witnessed the affixing of the seal.

~~After the award~~

11. (a) For contracts of £50,000 or more, where a non-competitive process is used to determine the contractor, the Single Source Justification Report (link) will include evidence of the advice obtained from Legal Services and Strategic Sourcing and Procurement :

(i) ~~quality issues as well as price have been taken into account such that it's more advantageous to accept a tender(s) other than the lowest or~~

(ii) ~~acceptance of the most favourable tender(s) means that the approved budget will be exceeded or~~

(iii) ~~a non-competitive process was used to determine the contractor~~*

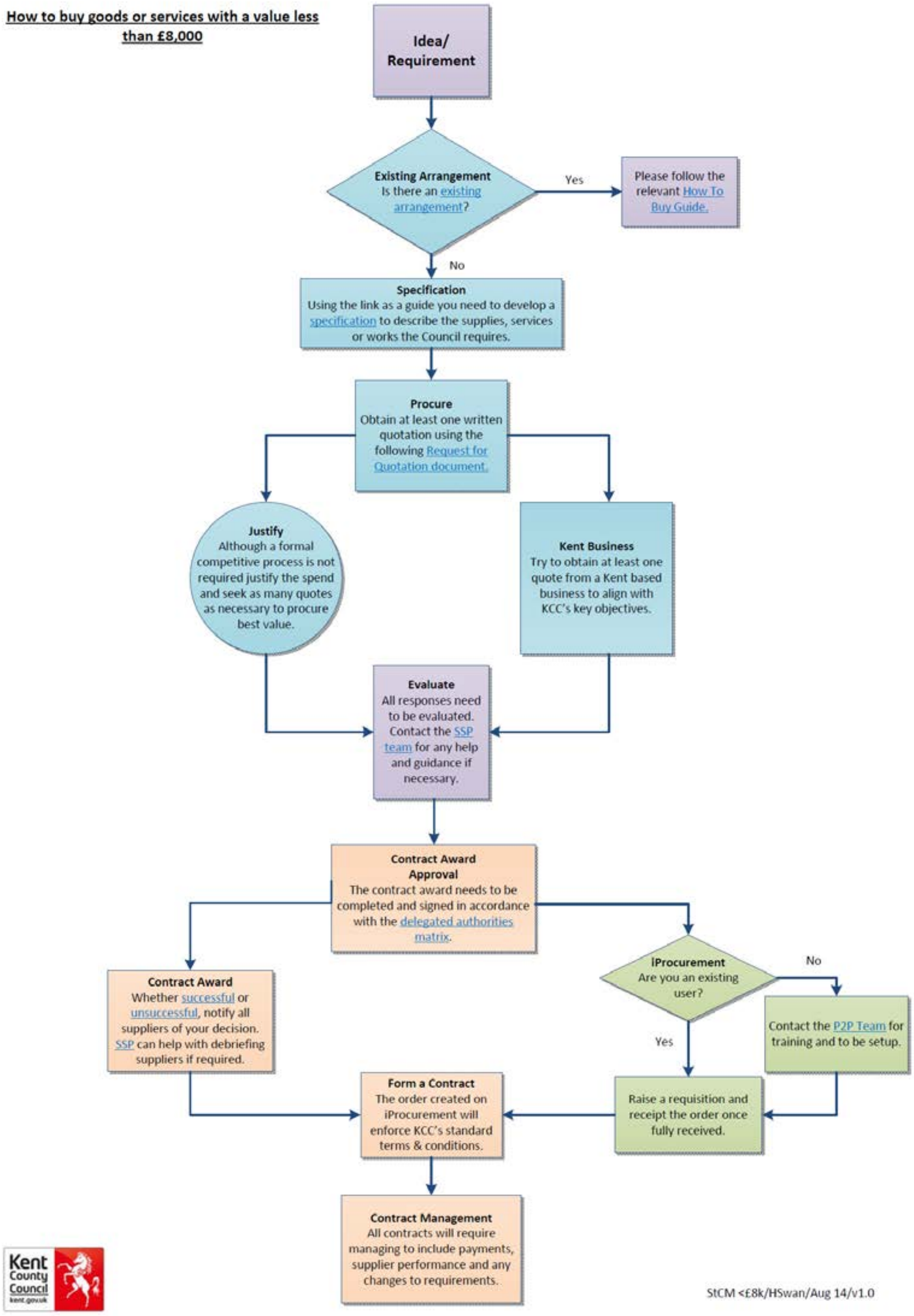
the approved Award Report must be sent to the Head of Democratic Services within ~~14 days~~ 2 days of the contract being awarded so that s/he may notify Members of the Scrutiny Committee on a quarterly basis.

~~* Contracts awarded without competition of adult and children's services required by law under the National Assistance Act 1948 and the Children Act 1989 are exempt from this reporting requirement.~~

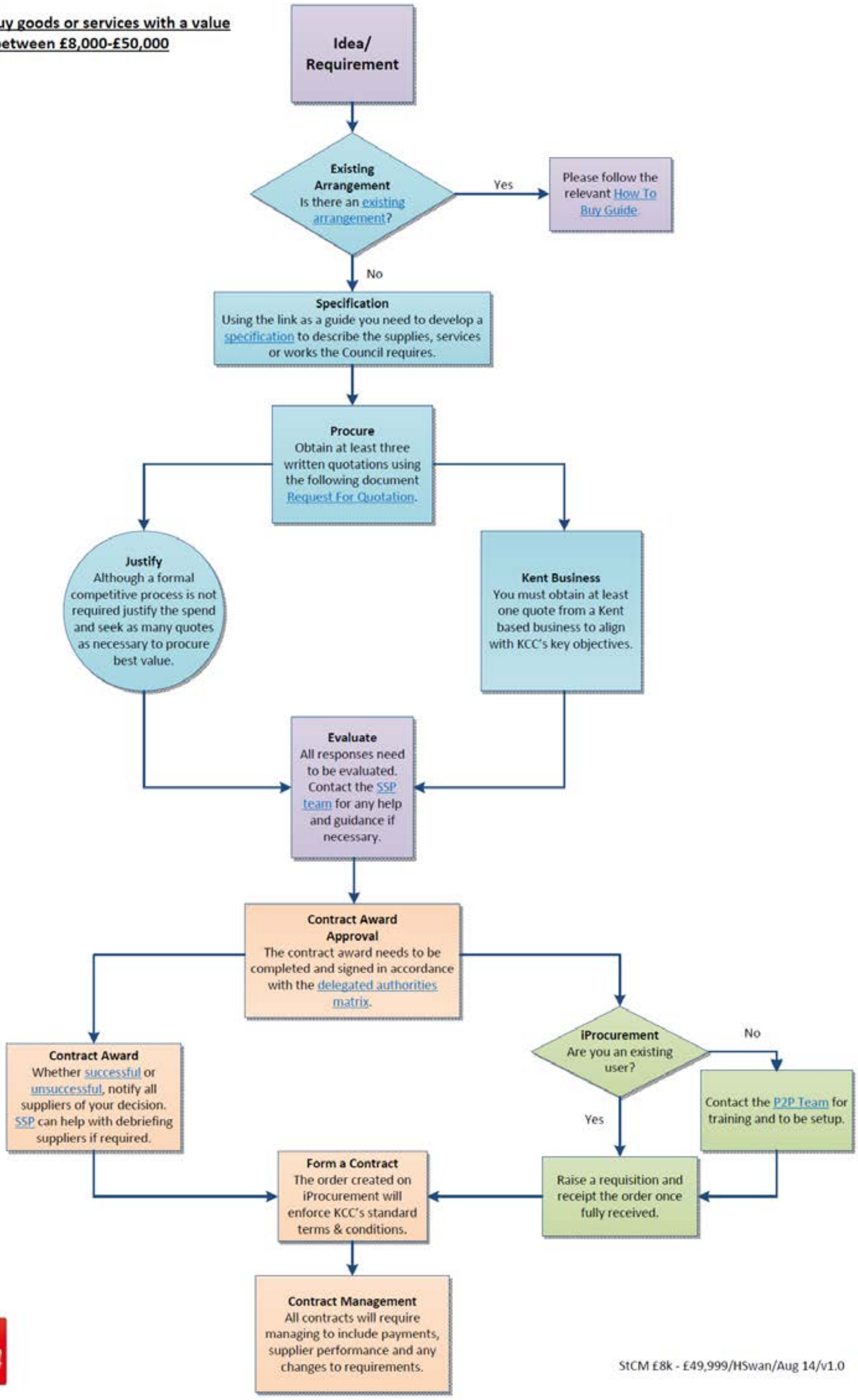
~~(b) Where multiple firms are awarded contracts the rationale for the awards must be reported where any of the contractors has tendered a higher price than any of the unsuccessful firms.~~

(c)(b) Being a named individual a 'Consultant' must, by definition, have been sourced via a non-competitive process. All contracts for a Consultant for ~~£20,000~~ £50,000 or more must be reported, as a non-competitive procurement, to the Head of Democratic Services within ~~14~~ 2 days of the contract being awarded so that s/he may notify Members of the Scrutiny Committee. *Link to* Single Source Justification Report

How to buy goods or services with a value less than £8,000

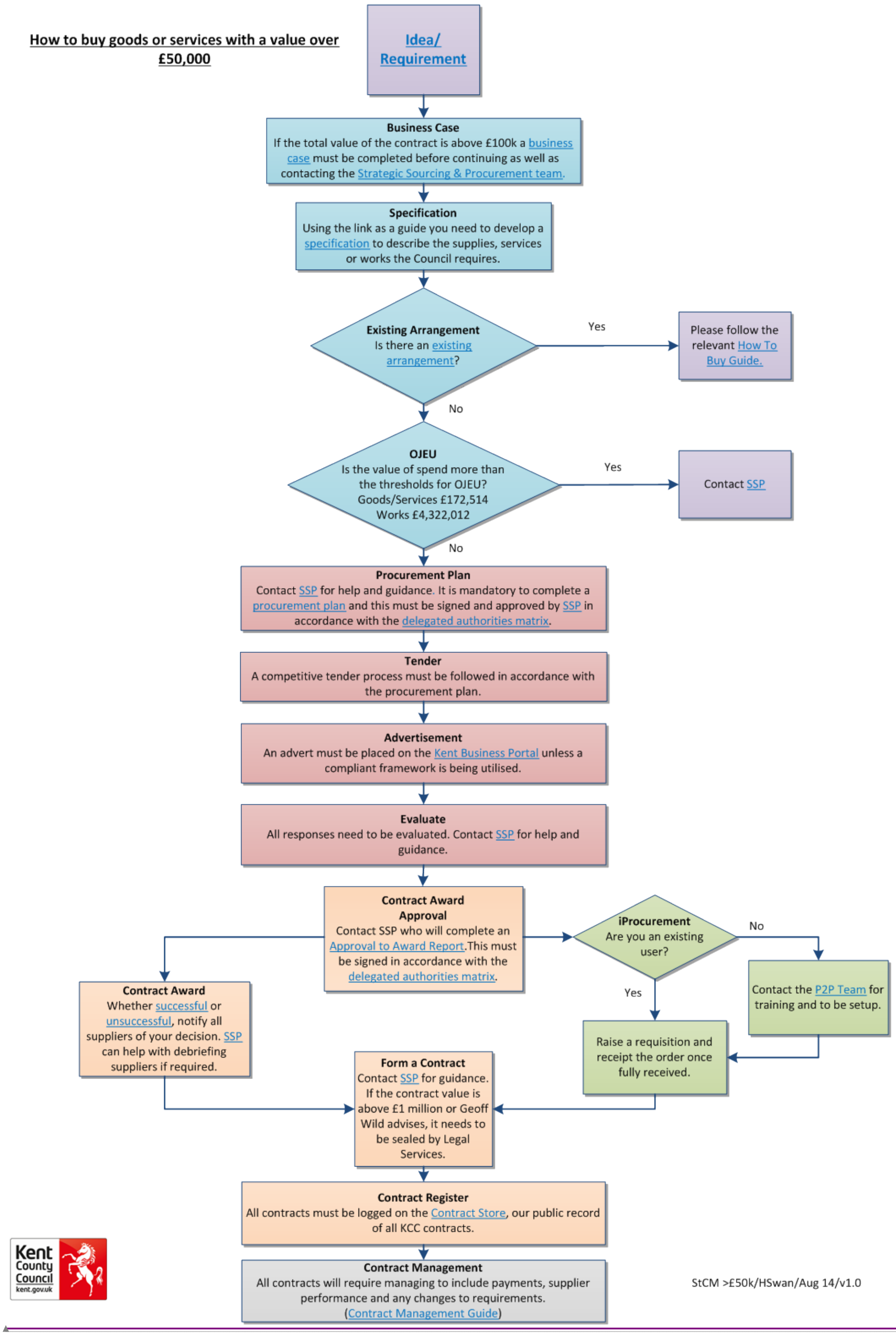


How to buy goods or services with a value between £8,000-£50,000



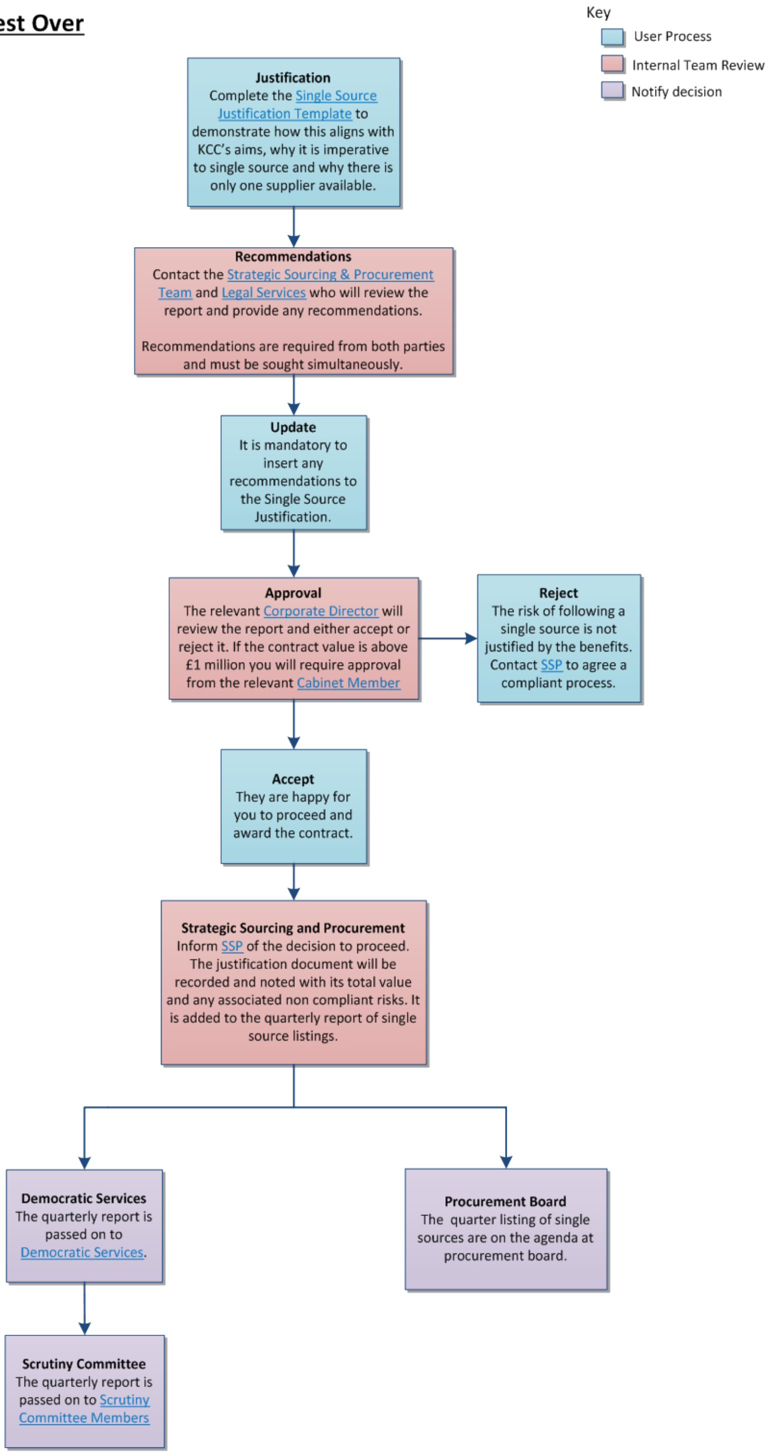
StCM £8k - £49,999/HSwan/Aug 14/v1.0

How to buy goods or services with a value over £50,000



Field Code Changed

Single Source Request Over £50,000



Field Code Changed

Delegated Authorities Matrix

Scheme of Delegation - Approval Limits

Procurement & Invoice Approval Process

		Members		Officers				Strategic Sourcing & Procurement Team (SSP)				
Stage or Transaction Approval	**Notes**	**The Leader or Cabinet**	**Cabinet Member**	**CMT Director**	**Service Director**	**Service Head**	**Budget Manager**	**Head of Procurement**	**Category Manager**	**Procurement Manager**	**Procurement Officer**	**P2P Buyer**
Contract Award Recommendation acceptance	7/16/17	Unlimited*	Unlimited*	Up to £1m*	Up to £500k except where Property Management Protocol expressly differs	Up to £250k	Up to £50k					
Contract/Framework Signature	8			Up to £1m and over £1m with Cabinet or Cabinet Member Decision to award and express authorisation of the Monitoring Officer to sign or seal *	Up to £500k and over £1m with Cabinet or Cabinet Member Decision to award and express authorisation of the Monitoring Officer to sign or seal *			Up to £1m and over £1m with Cabinet or Cabinet Member Decision to award and express authorisation of the Monitoring Officer to sign or seal *	Up to £250k	Up to £100k	Up to £50k	
Requisition (Budget expenditure) Approval i-Procurement	9/10/17			Unlimited where previously approved as designated signatory and where relevant authority is in place	Up to £1m*	Up to £500k	Up to £50k					
Purchase Order Approval	11							Unlimited when correct political or previously delegated authority is in place and no contract is required. *	Up to £250k	Up to £100k	Up to £50k	Up to £8k
Variation Approval	14	Unlimited*	Unlimited*	Up to £1m*	Up to £500k	Up to £250k	Up to £50k					
Variation signature				Unlimited with Cabinet or Cabinet Member Decision to award variation and express authorisation of the Monitoring Officer to sign or seal *	Unlimited with Cabinet or Cabinet Member Decision to award variation and express authorisation of the Monitoring Officer to sign or seal *							
Receipt Confirmation	12			Unlimited	Unlimited	Unlimited	Unlimited					
Invoice Payment	13/17			Unlimited	Up to £1m or over £1m where previous delegation from Cabinet or Cabinet Member is in place*	Up to £500k	Up to £50k					
Contract Extension Approval		Unlimited	Unlimited	Up to £1m or over £1m with Cabinet or Cabinet Member Decision to extend and express authorisation of the Monitoring Officer to sign or seal*								
Contract Extension Signature			Unlimited where previously approved as designated signatory and where relevant authority is in place*	Unlimited with Cabinet or Cabinet Member Decision to award variation and express authorisation of the Monitoring Officer to sign or seal *	Unlimited with Cabinet or Cabinet Member Decision to award variation and express authorisation of the Monitoring Officer to sign or seal *			Up to £1m or over £1m with Cabinet or Cabinet Member Decision to extend and express authorisation of the Monitoring Officer to sign or seal *	Up to £250k	Up to £100k	Up to £50k	Up to £8k
Procurement Plan Approval								Unlimited (Plans of >£1m or of significant risk or with political implications will be advised on by Procurement Board)	Up to £250k	Up to £100k	Up to £50k	

Finance Approval Process

		Members		Officers				Strategic Sourcing & Procurement Team (SSP)				
Stage or Transaction	**Notes**	**The Leader or Cabinet**	**Cabinet Member**	**CMT Director**	**Service Director**	**Service Head**	**Budget Manager**	**Head of Procurement**	**Category Manager**	**Procurement Manager**	**Procurement Officer**	**P2P Buyer**
Revenue Virement Limits												
Within Portfolio	1	Above £1m *	From £200k up to (but not including) £1m **	From £200k up to (but not including) £1m **								
Within Portfolio	2		Less than £200k	Less than £200k								
Between Portfolios	1	Above £1m *	From £200k up to (but not including) £1m **	From £200k up to (but not including) £1m **								
Between Portfolios	2		Less than £200k	Less than £200k								
Capital Virement Limits												
Within or across Portfolios	1	Above £1m *	From £200k up to (but not including) £1m **	From £200k up to (but not including) £1m **								
Within or across Portfolios	3		From £50k up to (but not including) £200k	From £50k up to (but not including) £200k								
Within or across Portfolios				Less than £50k								
Writing off of obsolete stock	4			Up to £10k								
Ex Gratia Payments	5		More than £6k	Up to £6k								
Writing off irrecoverable debts	6			Up to £10k								

* These decisions/actions are subject to statutory recording and publication requirements. Seek advice from Democratice Services.
** These decisions/actions are subject to statutory recording and publication requirements when over £500k. Seek advice from Democratic Services.

Notes:
1. Virement of £1m to £200k has to be signed off by Portfolio Cabinet Member, relevant Corporate Director, Deputy Leader and Cabinet Member for Finance and Procurement and Corporate Director of Finance and Procurement Advice should be sought as to whether the Virement requires a formal Decision to be taken.
2. Virement less than £200k has to be signed off by the Corporate Director of Finance and Procurement along with the relevant Cabinet Member and Corporate Director.
3. Virement of £200k to 50k has to be signed off by the Corporate Director of Finance and Procurement along with the relevant Cabinet Member and Corporate Director.
4. Write off of obsolete stock up to £10k is in consultation with the Corporate Director of Finance and Procurement. Above £10k to be reported to Corporate Director of Finance and Procurement and Deputy Leader and Cabinet Member for Finance and Procurement and then taken to Scrutiny Committee for write off.
5. Ex gratia payments above £6k Corporate Directors are responsible for obtaining approval from relevant Cabinet Member, Deputy Leader and Cabinet Member for Finance and Procurement and Corporate Director of Finance and Procurement.
6. Write off of irrecoverable debts up to £10k is in consultation with the Corporate Director of Finance and Procurement. Above £10k should be put forward by the relevant Corporate Director to be reported to the Corporate Director of Finance and Procurement in his/her role of Section 151 Officer for his decision in consultation with the and Deputy Leader and Cabinet Member for Finance and Procurement. and then taken to Scrutiny Committee for write off. A report by the relevant Corporate Director will also be submitted to Governance and Audit Committee.
7. Award recommendation prepared by Procurement lead
8. Authorities only valid if Contract Award Recommendation acceptance has been approved; will also require a review schedule e.g. with Legal Services for non-standard contract use; decisions on signing under seal or under hand
9. Only valid for approved budgets/expenditure within plan – values will be used within i-Procurement
10. Procurement authorities relate to own budget only
11. For simple contracts only, those that are required to be sealed as required in "Contracts and Tenders Standing Orders" must be dealt with by Legal Services.
12. May be exercised by any member of staff who can directly confirm correct receipt of goods, services or works
13. Relates to signature on invoices; post i-Procurement implementation this authority is no longer required (3-way system match provides authorisation)
14. Approval of a variation against an existing contract
15. Approval of an extension to an existing contract, only valid if budget expenditure has been approved by relevant Service Officer
16. Cabinet Member Approval where authority has been delegated, in some instances this may require Cabinet Approval in line with the Constitution
17. For areas with high expenditure e.g. Highways, Property, ICT approval level can be increased to £5m for Service Directors at Corporate Directors discretion

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By:	John Simmonds, Deputy Leader and Cabinet Member for Finance and Business Support Andy Wood, Corporate Director of Finance and Procurement
To:	Governance and Audit Committee – 23 July 2015
Subject:	**TREASURY MANAGEMENT ANNUAL REVIEW 2014-15**
Classification:	Unrestricted

Summary: To report a summary of Treasury Management activities in 2014-15

FOR DECISION

INTRODUCTION

1. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).

2. At KCC half yearly reports are made to Council and quarterly updates are provided to the Governance and Audit Committee.

3. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

4. The Council's Treasury Management Strategy for 2014-15 was approved by full Council on 13 February 2014 and subsequently updated by Cabinet 2 June 2014.

5. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk during 2014-15:

   a) Reports on the implications of treasury decisions and transactions;

   b) Gives details of the outturn position on treasury management transactions in 2014-15;

   c) Confirms compliance with its Treasury Management Strategy, Treasury Management Practices and Prudential Indicators.

6. When this report is agreed by this Committee it will go forward to full Council.

BORROWING STRATEGY

7. At 31 March 2015 KCC held £984m of loans, a decrease of £26m on 31 March 2014, as part of its strategy for funding previous years' capital programmes.

8. Affordability and the "cost of carry" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing. As short-term interest rates remained, and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Council determined it to be more cost effective in the short-term to use internal resources rather than borrow from external lenders.

9. The benefits of internal borrowing are monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. The Council's Treasury Advisor, Arlingclose has assisted it with this 'cost of carry' and breakeven analysis.

10. This strategy has lowered overall treasury risk by reducing both external debt and temporary investments however the sustainability of this approach continues to be kept under review.

	Balance on 01/04/2014 £m	**Debt Maturing £m**	**New Borrowing £m**	**Balance on 31/3/2015 £m**	**Average Rate % / Average Life (yrs)**
Capital Financing Requirement (CFR)	1,435			1,383	
Long Term Borrowing	1,010	-26	0	984	5.51% / 32
Other Long Term Liabilities					
TOTAL EXTERNAL DEBT	1,010			984	
Decrease in Borrowing		-26			

11. The Council holds £441.8m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £130.7m of these LOBOS had options during the year, none of which were exercised by the lender. These LOBO loans were primarily taken out between 2004 and 2007 at very low interest rates (average 4.2%) and were the most cost effective means of funding large scale capital spending at that time.

INVESTMENT ACTIVITY

12. KCC holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. During 2014-15 the Council's average investment balance was £391.5m.

13. The Guidance on Local Government Investments gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.

14. Investment Activity in 2014-15

Investment Counterparty	Balance on 01/04/2014 £m	Net Investments Made £m	Balance on 31/03/2015 £m	Avg Rate % / Avg Life (yrs)
UK Central Government	0.7	-0.7	0.0	0
Banks and building societies	292.4	-90.1	202.5	0.57% / 0.34
Marketable instruments (Covered Bonds)	5.3	84.4	89.7	1.03% / 3.05
Money Market Funds	0	4.0	4.0	0.38% / overnight
Icelandic recoveries outstanding	9.3	-5.1	4.2	
Icelandic deposits held in Escrow (incl interest)	3.1		3.3	
Total Internally Managed Investments	**310.8**		**303.7**	**0.62% / 1.8**
Pooled property fund	10.0	5.0	15.3	8.71% pa
Pooled investments fund	5.0		5.1	6.15% pa
Equity / Loan notes	2.1		2.1	7.20% pa
Total Externally Managed Investments	**17.1**	**5.0**	**22.5**	
Total investments	**327.9**		**326.2**	
Decrease in Investments (£m)			-1.7	

15. The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates remained at very low levels and continued to have a significant impact on investment income. Internally managed deposits were made at an average of 0.67% compared to the average 7 day LIBID rate during 2014-15 of 0.35%. The Council's total investment income for the year, including dividends received on the externally managed investments, was £4.32m, 1.10% on funds held. The above benchmark return primarily reflects

    a) The additional return from the well diversified covered bond portfolio allowing us to achieve twice the LIBID return on internally managed investments. The bond portfolio earned £1.41m during 2014-15; and

b) Well timed investments in the CCLA Property Fund, the Pyrford Absolute Return Fund and Kent PFI (Holdings) Ltd. Total income received in the year from these investments was £1.256m.

16. Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2014-15 which defined "high credit quality" organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.

17. The Council assessed and monitored counterparty credit quality with reference to credit ratings; credit default swap prices, financial statements, information on potential government support and reports in the quality financial press

18. There have been a number of developments during 2014 -15 as follows, which have impacted the banks and other financial institutions on the Council's approved counterparty list. KCC has therefore increasingly favoured diversified alternatives such as covered bonds, non-bank investments and pooled funds over unsecured bank and building society deposits.

a) On April 15, 2014 the European Parliament approved the EU Bank Recovery and Resolution Directive (BRRD). Subsequently the rating agencies changed their outlook for UK, European and Canadian banks from stable to negative citing the reduction of government support for systemic banks and the potential bail in risk now faced by investors as the reason;

b) The combined effect of the BRRD and the UK's Deposit Guarantee Scheme Directive (DGSD) is to promote deposits of individuals and SMEs above those of public authorities, large corporates and financial institutions. Other EU countries, and eventually all other developed countries, are expected to adopt similar approaches in due course;

c) In October 2014 following sharp movements in market signals driven by deteriorating global growth prospects, especially in the Eurozone, the Council took advice from Arlingclose and reduced its investment duration limits for unsecured bank and building society investments. The duration for new unsecured investments with UK institutions other than HSBC was further reduced to 100 days in February 2015; and

d) The outlawing of bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities also means that the risks of making unsecured deposits rose relative to other investment options.

19. In December 2014 a 5th dividend was received from Landsbanki of £5.3m which brought total recoveries to £48m. A full recovery of the Council's Icelandic deposits is still anticipated.

20. Investments as at 31 March 2015 are shown in Appendix 2.

21. In keeping with CLG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of overnight deposits, call accounts and money market funds.

COMPLIANCE WITH PRUDENTIAL INDICATORS

22. The Council confirms that it has complied with its Prudential Indicators for 2014-15, which were set as part of the Council's Treasury Management Strategy Statement. Details can be found in Appendix 1.

23. The Treasury Management activities were once again subject to review by Internal Audit whose assessment of the controls in place and the level of compliance with these controls was High assurance.

TREASURY ADVISOR

24. KCC currently contracts with Arlingclose as Treasury Advisers.

RECOMMENDATION

25. Members are asked to agree the report and recommend that it is submitted to County Council.

Alison Mings
Treasury and Investments Manager
Ext: 03000 416488

Appendix 1

2014-15 Final Monitoring of Prudential Indicators

1. Estimate of Capital Expenditure (excluding PFI)

	£m	
Actuals 2013-14	203.244	
Original estimate 2014-15	259.765	
Revised estimate 2014-15	260.520	(this includes the rolled forward re-phasing from 2013-14)
Actuals 2014-15	205.767	

2. Estimate of capital financing requirement (underlying need to borrow for a capital purpose)

	2013-14 Actual £m	2014-15 Original Estimate £m	2014-15 Actual as at 31 March £m
CFR	1,435.263	1,437.960	1,382.856
Annual increase/(decrease) in underlying need to borrow	-29.698	-27.001	-52.407

In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.

3. Estimate of ratio of financing costs to net revenue stream

Actual 2013-14	13.62%
Original estimate 2014-15	14.04%
Actual 2014-15	14.21%

4. Operational Boundary for External Debt

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management.

Operational boundary for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2015 Actual £m
Borrowing	993	944

Other Long Term Liabilities	261	248
Total	**1,254**	**1,192**

Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,038	984
Other Long Term Liabilities	261	248
Total	**1,299**	**1,232**

5. Authorised Limit for external debt

The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the County Council.

Authorised limit for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,033	944
Other long term liabilities	261	248
Total	**1,294**	**1,192**

Authorised limit for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,078	984
Other long term liabilities	261	248
Total	**1,339**	**1,232**

The additional allowance over and above the operational boundary has not needed to be utilised and external debt, has and will be maintained well within the authorised limit.

6. Compliance with CIPFA Code of Practice for Treasury Management in the Public Services

The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers

7. Upper limits of fixed interest rate and variable rate exposures

The Council has determined the following upper limits for 2014-15

Fixed interest rate exposure	100%
Variable rate exposure	40%

These limits have been complied with in 2014-15.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31 March 2015
	%	%	%
Under 12 months	10	0	0.00
12 months and within 24 months	10	0	3.20
24 months and within 5 years	15	0	8.50
5 years and within 10 years	15	0	9.30
10 years and within 20 years	20	5	8.70
20 years and within 30 years	20	5	20.30
30 years and within 40 years	25	10	10.70
40 years and within 50 years	25	10	18.90
50 years and within 60 years	30	10	20.40

9. Upper limit for principal sums invested for periods longer than 364 days

Prudential Indicator	Actual
£m	£m
175.0	116.6

Appendix 2

Investments as at 31 March 2015

1. Internally Managed Investments

Instrument Type	Counterparty	Principal Amount (£)	Maturity Date	Interest Rate
Fixed Deposit	Bank of Scotland plc	5,000,000.00	07/05/15	0.70%
Call Deposit	Barclays Bank plc	30,000,000.00	01/04/15	0.50%
Call Deposit	Barclays Bank plc	5,000,000.00	01/04/15	0.35%
Certificate of Deposit	Barclays Bank plc	5,000,000.00	14/08/15	0.99%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	22/04/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	06/05/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	19/05/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	19/05/15	0.57%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	26/05/15	0.57%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	30/06/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	22/07/15	0.70%
Call Deposit	Santander UK plc	22,110,000.00	01/04/15	0.40%
Total UK Bank Deposits		**102,110,000.00**		
Fixed Deposit	Nationwide Building Society	5,000,000.00	02/04/15	0.66%
Fixed Deposit	Nationwide Building Society	3,700,000.00	11/05/15	0.58%
Fixed Deposit	Nationwide Building Society	1,000,000.00	05/06/15	0.50%
Fixed Deposit	Nationwide Building Society	5,700,000.00	21/07/15	0.66%
Total UK Building Society Deposits		**15,400,000.00**		
Fixed Deposit	Australia and New Zealand Banking Group Limited	10,000,000.00	07/04/15	0.50%
Fixed Deposit	Australia and New Zealand Banking Group Limited	10,000,000.00	11/05/15	0.51%
Total Australian Bank Deposits		**20,000,000.00**		
Certificate of Deposit	Bank of Montreal	10,000,000.00	07/04/15	0.59%
Certificate of Deposit	Bank of Montreal	10,000,000.00	22/04/15	0.53%
Certificate of Deposit	The Toronto-Dominion Bank	5,000,000.00	14/07/15	0.56%
Total Canadian Bank Deposits		**25,000,000.00**		
Call Deposit	Handelsbanken	40,000,000.00	01/04/2015	0.40%
Total Swedish Bank Deposits		**40,000,000.00**		

Money Market Funds

Fund Name	Principal Balance	Effective Interest Rate at 31/03/15
Deutsche Managed Sterling Advisory	3,950,000.00	0.38%
Total Money Market Fund Deposits	**3,950,000.00**	

Covered Bond Portfolio

Instrument Type	Counterparty	Principal Outstanding (£)	Maturity Date	Effective Interest Rate
Fixed Rate Covered Bond	Bank of Scotland	2,140,610.33	08/11/16	1.29%
Fixed Rate Covered Bond	Bank of Scotland	3,079,599.22	08/11/16	1.34%
Fixed Rate Covered Bond	Yorkshire Building Society	3,320,841.00	12/04/18	1.55%
Fixed Rate Covered Bond	Yorkshire Building Society	2,192,862.66	12/04/18	1.98%
Fixed Rate Covered Bond	Coventry Building Society	3,308,210.84	19/04/18	1.93%
Fixed Rate Covered Bond	Coventry Building Society	5,495,025.00	19/04/18	1.73%
Fixed Rate Covered Bond	Coventry Building Society	2,208,806.00	19/04/18	1.52%
Fixed Rate Covered Bond	Leeds Building Society	2,168,990.70	17/12/18	2.03%
Fixed Rate Covered Bond	Leeds Building Society	1,640,009.76	17/12/18	1.19%
Floating Rate Note Covered Bond	Yorkshire Building Society	3,039,615.31	23/03/16	0.98%
Floating Rate Note Covered Bond	Yorkshire Building Society	2,029,963.09	23/03/16	0.81%
Floating Rate Note Covered Bond	Yorkshire Building Society	5,072,307.07	23/03/16	0.86%
Floating Rate Note Covered Bond	National Australia Bank	5,013,464.26	12/08/16	0.68%
Floating Rate Note Covered Bond	Lloyds	3,008,342.02	16/01/17	0.67%
Floating Rate Note Covered Bond	Santander UK	3,008,793.81	20/01/17	0.72%
Floating Rate Note Covered Bond	Santander UK	5,767,160.57	20/01/17	0.71%
Floating Rate Note Covered Bond	Santander UK	2,477,433.65	05/04/17	0.81%
Floating Rate Note Covered Bond	Santander UK	1,400,584.17	05/04/17	0.75%
Floating Rate Note Covered Bond	Nationwide Building Society	2,103,099.80	17/07/17	0.70%
Floating Rate Note Covered Bond	Nationwide Building Society	1,001,229.28	17/07/17	0.71%
Floating Rate Note Covered Bond	Nationwide Building Society	1,899,993.18	17/07/17	0.76%
Floating Rate Note Covered Bond	Barclays	5,007,659.04	15/09/17	0.69%
Floating Rate Note Covered Bond	Lloyds	1,406,187.26	18/07/19	0.76%
Floating Rate Note Covered Bond	Leeds Building Society	5,000,000.00	01/10/19	0.96%
Floating Rate Note Covered Bond	Barclays	3,004,933.20	15/09/17	0.69%
Floating Rate Note Covered Bond	Barclays	5,004,575.35	12/02/18	0.72%
Floating Rate Note Covered Bond	Lloyds	3,903,470.57	19/01/18	0.72%
Floating Rate Note Covered Bond	Leeds Building Society	2,503,710.75	09/02/18	0.83%
Floating Rate Note Covered Bond	Leeds Building Society	2,503,731.08	09/02/18	0.78%
Total Covered Bonds		**89,711,208.97**		

Icelandic Recoveries outstanding	Heritable Bank Ltd	£1,097,722.47
Icelandic Recoveries outstanding	Landsbanki Islands	£3,106,469.94
Total Icelandic Recoveries outstanding		**£4,204,192.41**
Total Icelandic Deposits held in ESCROW (est GBP)		**£3,278,426.78**

Grand Total of Internally Managed Funds	**£303,653,828.16**

2. Externally Managed Funds

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/15	Total Annualised Return (%)
CCLA LAMIT Property Fund	15,000,000.00	15,335,560.68	8.71%
Pyrford Global Total Return Fund	5,000,000.00	5,101,066.44	6.15%
		20,436,627.12	

Equity

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/15	Total Annualised Return (%)
Kent PFI (Holdings) Ltd	2,135,740.59	2,135,740.59	7.20%
		2,135,740.59	

Total Externally Managed Funds	**22,572,367.71**

Grand Total of All Investments	**£326,226,195.87**

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By:	Deputy Leader and Cabinet Member for Finance & Procurement Corporate Director of Finance & Procurement
To:	Governance & Audit Committee – 23 July 2015
Subject:	**DEBT MANAGEMENT**
Classification:	Unrestricted

Summary: To report on the Council's debt position

FOR ASSURANCE

INTRODUCTION

1. The purpose of this report is to provide the Governance and Audit Committee with assurance on the Council's outstanding debt position.

2. This report concentrates mainly on debt over 6 months old.

MANAGEMENT SUMMARY

3. The overall outstanding debt as at 1 June 2015, as shown on Oracle Accounts Receivable Business Intelligence Suite, is £75.3m. This represents Social Care debt of £18.1m (10,922 Clients) and Sundry Debt of £57.2m (2,201 Debtors).

4. The sundry debt figures includes Health debt of £47.1m, of which £45.6m is not yet due for payment. Please see paragraph 22 for further details.

5. The total debt reported has increased by £47.1m from the £28.2m reported in the last Governance and Audit report. However, the £28.2m reported to the Governance & Audit Committee in January included £13.3m actually due for payment compared to £11.5m due for payment as at this reporting period.

6. The value of total debt at any given date can vary considerably, particularly when large one-off invoices are raised – and thus paid. A better measure of comparative performance can be seen by movements in the value of sundry debt over six months' old as a percentage of total debt over the course of the last seven years, as the table below illustrates:

30-Apr- 15	30-Apr-14	30-Apr-13	30-Apr-12	30-Apr-11	30-Apr-10	30-Apr-09	30-Apr-08
5%	7%	8%	12%	8%	6%	11%	12%

7. The detail around the Social Care element of debt, as well as the movement in value since the last report, can be found in sections 26-34, with earlier sections referring to Sundry debt only. The Social Care debt analysed from this point on reflects the four weekly client billing process run on Tuesday 26 May 2015.

8. The table below is an analysis of the summary position for Sundry debt as at 1 June 2015. As can be seen £45.6m of the £57.2m outstanding is not yet due for payment:

FTC	Directorate	Not Yet Due	AR Overdue 0-60 Amount	AR Overdue 61-181 Amount	AR Overdue 182+ Amount	Total AR Outstanding Amount	Overdue Element
New Directorate	EY	£234,750.99	£398,850.06	£108,386.06	£3,818.09	£745,805.20	£511,054.21
	GT	£686,832.22	£2,063,608.73	£159,929.84	£42,150.93	£2,952,521.72	£2,265,689.50
	SC	£43,391,205.35	£4,729,202.64	£250,510.29	£175,932.20	£48,546,850.48	£5,155,645.13
	ST	£611,375.12	£1,093,704.22	£174,656.41	£86,119.24	£1,965,854.99	£1,354,479.87
Old Directorate	BSS	£70,351.26	£19,148.19	£30,398.20	£138,198.47	£258,096.12	£187,744.86
	C&C	£0.00	£0.00	£0.00	£19,591.11	£19,591.11	£19,591.11
	E&E	£5,807.71	£0.00	£0.00	£47,367.94	£53,175.65	£47,367.94
	ELS	£32,712.84	£2,320.00	£30.00	£25,608.52	£60,671.36	£27,958.52
	FSC	£32,571.46	£100.00	£4,182.81	£373,829.51	£410,683.78	£378,112.32
Other	EDUKENT	£139,137.06	£619,829.21	£31,127.67	£4,408.62	£794,502.56	£655,365.50
	Penalty Notices	£27,180.00	£5,640.00	£4,260.00	£0.00	£37,080.00	£9,900.00
	Property Rents	£414,244.09	£705,008.72	£207,545.89	£3,302.92	£1,330,101.62	£915,857.53
Grand Total		**£45,646,168.10**	**£9,637,411.77**	**£971,027.17**	**£920,327.55**	**£57,174,934.59**	**£11,528,766.49**

PERFORMANCE

9. There are two performance indicators that the Debt Recovery Team aims to achieve. The percentages are based on the total outstanding unsecured debt.

- Total outstanding sundry debt under 60 days old – greater than 75%
- Total outstanding sundry debt over 6 months old – less than 20%

As at 1 June 2015, 96.69% of the total sundry outstanding debt was under 60 days old whilst 1.61% was over 6 months old.

DEBT LEVELS OVER SIX MONTHS OF AGE

10. The following tables provide an analysis of the categories of debt **over 6 months old** by Directorate, followed by more detailed analysis. Some invoices are currently marked as “Other” – this is usually due to the fact that some invoices are chased directly by the Directorate responsible for them – and they are thus responsible for changing the tag status.

11. EY – Early Years

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£3,123.09
NULL	£100.00
REFERRED TO DIRECTORATE	£445.00
TOTAL	**£3,668.09**

There are 42 invoices over 6 months for EY – the Debt Recovery Team is liaising with all invoice requestors to recover the debts.

12. GT – Growth, Environment & Transport

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£10,853.82
REFERRED TO DIRECTORATE	£25,890.02
TOTAL	**£36,743.84**

There are 32 outstanding invoices over 6 months for GT – the Debt Recovery Team is liaising with all invoice requestors to recover the debts.

13. SC – Strategic Commissioning

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£17,042.23
HEALTH DEBT – HQ	£11,998.99
HEALTH DEBT SECURED – HQ	£117,909.51
NULL	£654.55
PAYMENT PLAN	£1,405.09
REFERRED FOR WRITE OFF	£1,277.60
REFERRED TO DIRECTORATE	£25,644.23
TOTAL	**£175,932.20**

There are 29 invoices over 6 months - the Debt Recovery Team is liaising with all invoice requestors to recover the debts. It can be noted that £117.1k of the total debt is secured – leaving £58.8k as unsecured.

14. ST – Strategic & Corporate Services

DEBT CATEGORY	AMOUNT OUTSTANDING
AUTOMATIC WRITE BACK	£148.64
ONGOING ACTION	£56,328.94
HEALTH DEBT – HQ	£399.00
NULL	£1,839.20
PAYMENT PLAN	£9,138.01
REFERRED TO DIRECTORATE	£18,265.45
TOTAL	**£86,119.24**

There are 59 invoices over 6 months for ST - the Debt Recovery Team is liaising with all invoice requestors to recover the debts.

15. BSS – Business Strategy and Support

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£31,248.74
PAYMENT PLAN	£22,612.61
REFERRED FOR WRITE OFF	£15,735.90
REFERRED TO DIRECTORATE	£61,707.76
REFERRED TO LEGAL	£5,706.76
SMALL CLAIMS COURT	£1,216.17
TOTAL	**£138,198.47**

There are only 54 invoices over 6 months old for BSS - the Debt Recovery Team is liaising with all invoice requestors to recover the debts.

16. C&C – Customers & Community

DEBT CATEGORY	AMOUNT OUTSTANDING
AR SECURED DEBT	£4,111.25
AUTOMATIC WRITEBACK	£1,239.25
ONGOING ACTION	£3,986.94
INSTALMENT - SMALL CLAIMS	£952.00
LIQ'S/INSOLV'S/RECV	£1,547.51
REFERRED TO DIRECTORATE	£7,772.16
TOTAL	**£19,591.11**

There are 14 invoices over 6 months old for C&C - the Debt Recovery Team is liaising with all invoice requestors to recover the debts.

17. E&E - Environment & Enterprise

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£786.45
INSURANCE	£38,396.33
REFERRED FOR WRITE OFF	£5,291.00
REFERRED TO DIRECTORATE	£500.00
REFERRED TO LEGAL	£2,394.16
TOTAL	**£47,367.94**

The £38.4k tagged as “Insurance” consists of 33 invoices. We are awaiting direction and assistance from the Budget Holder in Growth, Environment and Transport. There are 40 invoices for E&E over 6 months old.

18. ELS – Education, Learning & Skills

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£210.00
NULL	£120.00
PAYMENT PLAN	£2,919.30

REFERRED FOR WRITE OFF	£1,290.47
REFERRED TO DIRECTORATE	£1,654.68
SMALL CLAIMS COURT	£19,414.07
TOTAL	**£25,608.52**

There are 25 invoices for ELS over 6 months old of which £1.7k tagged as "Referred to Directorate" consisting of 10 invoices.

19. FSC - Families and Social Care

DEBT CATEGORY	AMOUNT OUTSTANDING
ONGOING ACTION	£23,523.93
HEALTH DEBT - HQ	£55,317.72
HEALTH DEBT - SECURED - HQ	£42,745.04
LIQ'S/INSOLV'S/RECV	£595.14
NULL	£120.00
PAYMENT PLAN	£38,654.68
REFERRED FOR WRITE OFF	£67,378.59
REFERRED TO DIRECTORATE	£71,309.06
REFERRED TO LEGAL	£44,259.68
SMALL CLAIMS COURT	£29,925.67
TOTAL	**£373,829.51**

The £71.3k tagged as "Referred to Directorate" consists of 38 Invoices. Of these, the largest invoice for £8.4k is to reclaim costs regarding a Fostering Placement. Payment has not been forthcoming due to a dispute with the invoice value; awaiting outcome.

20. EduKent

DEBT CATEGORY	AMOUNT OUTSTANDING
REFERRED TO DIRECTORATE	£100.00
EDUKENT	£4,308.62
TOTAL	**£4,408.62**

There are currently 13 invoices over 6 months old for Edu Kent - The £100 refers to 1 invoice over 6 months which is currently with the Directorate for a decision.

SUNDRY HEALTH DEBT

21. The Sundry Health Debt as at 1 June 2015 was identified as being £47.1 million comprising of 109 invoices. This is an increase of £44.2 million when compared to the position reported in January 2015.

22. KCC is responsible for hosting, on behalf of seven Clinical Commissioning Groups, a pooled budget arrangement via a Section 75 for the Better Care Fund. Each Clinical Commissioning group pays a monthly contribution to the authority. The authority then allocates the money according to the plan of expenditure.

23. The Sundry Health debt as at 1 June 2015 includes all current debt identified as being owed by a debtor classed as "Health Debt", to include secured and unsecured debt- even if new debts had not yet been tagged as such. Analysis by debtor is provided below:

Customer Name	Sum of Not Yet Due	Sum of AR Overdue 0-60 Amount	Sum of AR Overdue 61-181 Amount	Sum of AR Overdue 182+ Amount	Sum of Total AR Outstanding Amount
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST	£0.00	£40,712.52	£0.00	£ 399.00	£ 41,111.52
KENT & MEDWAY NHS SOCIAL CARE PARTNERSHIP TRUST	£ 3,723.72	£ 56,911.71	£ 250.00	£100.00	£60,985.43
KENT AND MEDWAY COMMISSIONING SUPPORT	£0.00	£ 450.00	£0.00	£0.00	£450.00
KENT COMMUNITY HEALTH NHS FOUNDATION TRUST	£ 47,292.68	£ 269,646.71	£ 2,520.00	£0.00	£319,459.39
MEDWAY NHS FOUNDATION TRUST	£0.00	£ 11,169.47	£0.00	£0.00	£ 11,169.47
NHS ASHFORD CCG	£ 7,321,000.00	£ 174,525.30	£ 36,097.14	£0.00	£ 7,531,622.44
NHS CANTERBURY & COASTAL CCG	£12,569,528.70	£ 1,556.82	£5,000.00	£0.00	£ 12,576,085.52
NHS DARTFORD, GRAVESHAM, AND SWANLEY CCG	£857.28	£118,045.38	£ 15,245.13	£ 83,268.16	£217,415.95
NHS EASTERN & COASTAL CCG	£0.00	£ 166,489.73	£0.00	£0.00	£ 166,489.73
NHS ENGLAND RE PCT/SHA CLOSURE	£0.00	£0.00	£0.00	£ 42,745.04	£ 42,745.04
NHS KENT & MEDWAY CSU	£0.00	£95,445.00	£0.00	£0.00	£ 95,445.00
NHS MEDWAY CLINICAL COMMISSIONING GROUP	£0.00	£ 107,706.96	£144,521.42	£0.00	£ 252,228.38
NHS SOUTH EAST CSU	£0.00	£ 573.60	£0.00	£0.00	£ 573.60
NHS SOUTH KENT COASTAL CCG	£13,283,000.00	£ 779,907.25	£18,571.96	£ 100,625.44	£ 14,182,104.65
NHS SOUTH LONDON CSU	£0.00	£225,135.52	£0.00	£0.00	£225,135.52
NHS SWALE CCG	£0.00	£ 34,800.27	£ 57,791.22	£ 776.75	£ 93,368.24
NHS THANET CCG	£ 9,765,612.78	£ 1,400,856.59	£0.00	£455.87	£ 11,166,925.24
NHS WEST KENT CCG	£32,072.04	£ 41,001.32	£ 13,937.12	£0.00	£ 87,010.48
Grand Total	**£43,023,087.20**	**£ 3,524,934.15**	**£ 293,933.99**	**£ 228,370.26**	**£ 47,070,325.60**

TRENDS

24. The numbers and values of invoices raised for the last 6 years are:

	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10
Number of invoices raised	31,465	30,290	28,353	32,029	29,336	30,369
Value of invoices raised	£250,886.916	£246,893,065	£237,392,631	£160,139,056	£176,597,554	£183,961,032

WRITE OFFS

25. The table below shows the sum written off for the financial year 2014/15 to date in relation to Sundry debts:

DIRECTORATE	TOTAL WRITE OFFS
BSS REVENUE	£111.00
C&C BAD DEBT	£30.00
C&C REVENUE	£7,167.16
E&E REVENUE	£3,021.33
ELS REVENUE	£392.60
FSC REVENUE	£38,599.01
WRITE OFF/WRITE BACK REVERSAL	(£3,848.56)
GRAND TOTAL	**£45,472.54**

SOCIAL CARE DEBT

26. **Client Charging**

(i) Clients are financially assessed to determine their contribution towards either their residential or non-residential care costs in accordance with the Care Act – Care and Support Charging & Assessment of Resources Regulations 2014.

(ii) In 2014/2015 the total amount of income charged to clients through the client billing system was £60,208,842.16. This is a decrease of nearly £7m compared to the previous financial year, and a reduction of 1,657 debtors. The average amount billed on each invoice run is £4,631k.

(iii) The decrease in debtors is due to the increase in client's receiving a Direct Payment to pay for their care. As the Direct Payment is paid net of the client contribution an invoice is not generated.

ANALYSIS OF CLIENT RELATED DEBT

27. As at the billing run on 26 May 2015 the overall client related social care debt stood at £18.2m.

This debt can be broken down as follows:

Debt Type	£'000
Residential	£15,668
Non-Residential	£2,579
Total	**£18,247**

28. Of the £18.2m (10,921 debtors), £4,390k relates to the latest billing run and is therefore not yet due.

29. The £18.2m can be broken down between secured and unsecured debt as follows:

Credit Status	£'000
Caution/Restriction	£51
Health	£11
Secured	£7,234
Unsecured Ongoing	£9,009
Unsecured Deceased/Terminated	£1,942
Grand Total	**£18,247**

AGED ANALYSIS OF CLIENT RELATED DEBT

30. The table below shows an analysis of unsecured debt that is due for payment:

Unsecured Debt	Under Six Months £'000	Six Months to a Year £'000	Over One Year £'000	Total Overdue £'000
Total	£2,633	£1,132	£3,079	£6,844

NUMBERS OF UNSECURED DEBTORS

31. There are currently 10,701 debtors with an unsecured debt or credit on their account. This figure includes both due and not yet due debts – which total £11,003k.

SOCIAL CARE DEBT MOVEMENTS

32. The following table shows all due debt across the localities. It also includes all types of debt:

Total Debt (due and not yet due, secured and unsecured)

Total Debt	26-May-15 Total Debt £’000	9-Dec-14 Total Debt £’000	29-Apr-14 Total Debt £’000	Change Since 29-Apr-14 £’000
Dartford Gravesham Swanley & Swale	£4,294	£4,219	£4,586	£-292
West Kent	£4,880	£5,067	£5,682	£-802
Ashford and Canterbury	£3,245	£3,464	£3,424	£-179
Thanet & South Kent Coastal	£4,523	£4,851	£4,526	£-3
East Kent LD	£738	£666	£704	£34
West Kent LD	£392	£368	£289	£103
Mental Health	£175	£203	£144	£31
Corporate	£0	£5	£5	£-5
Total	**£18,247**	**£18,843**	**£19,360**	£-1,113

33. The table below shows unsecured overdue debt, which is the “highest” risk debt:

Overdue Debt (unsecured)

Unsecured Overdue Debt - All Localities				
Locality	**26-May-15 Total Debt £’000**	**09-Dec-14 Total Debt £’000**	**29-Apr-14 Total Debt £’000**	**Change Since 29-Apr-14 £’000**
Dartford Gravesham Swanley & Swale	£1,557	£1,506	£1,500	£57
West Kent	£1,956	£1,753	£1,643	£313
Ashford and Canterbury	£1,056	£1,015	£1,113	£-57
Thanet & South Kent Coastal	£1,861	£1,787	£1,632	£229
East Kent LD	£206	£186	£195	£11
West Kent LD	£96	£118	£83	£13
Mental Health	£112	£157	£103	£9
Corporate	£0	£3	£3	£-3
Total	**£6,844**	**£6,525**	**£6,272**	**£572**

WRITE OFFS

34. As at 1 June 2015, £223,384.40 in Social Care write offs had been processed in ORACLE since 1 April 2015. Write offs processed in previous years are as follows:

Social Care Write Offs	
Year	**Amount**
2014 - 2015	£591,798.22
2013 - 2014	£400,685.90
2012 - 2013	£188,124.22
2011 - 2012	£468,094.95
2010 - 2011	£254,829.22
2009 - 2010	£433,369.86

CONCLUSION

35. Total Sundry Debt has increased from £13.3m to £57.2m since the last Governance and Audit report. This is largely due to Kent hosting the budget arrangement for the Better Care Fund as explained in section 22 of this report.

36. Total Social Care debt has decreased from £18.9m to £18.2m since the last Governance and Audit report. Unsecured debt has increased from £10.8m to £10.9m. The overdue unsecured element of the Social Care debt has increased from £6.5m to £6.8m.

37. The most recent Debt Recovery Internal Audit report dated 7th February 2014 gave a “Substantial” opinion, stating that “the system of control is adequate and controls are generally operating effectively”. Audit will shortly commence a further audit as a follow up measure.

RECOMMENDATION

38. Members are asked to note the content of this report for assurance.

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10 June 2015

By:	Paul Carter, Leader and Cabinet Member for Business Strategy, Audit and Transformation David Cockburn, Corporate Director Strategic & Corporate Services and Head of Paid Service
To:	Governance and Audit Committee – 23rd July 2015
Subject:	**CORPORATE RISK REGISTER**
Classification:	Unrestricted

Summary:

Governance & Audit Committee receives the Corporate Risk Register every six months for assurance purposes. The register is presented to the Committee along with an overview of the changes since last presented and an outline of the ongoing process of monitoring and review.

FOR ASSURANCE

1. Introduction and background

1.1 The Corporate Risk Register is maintained by the Corporate Risk Team on behalf of Cabinet and the Corporate Management Team. The register is formally reviewed annually each autumn, but is a 'living document' and is reviewed and updated in-year to reflect any significant new risks or changes in risk exposure that may arise due to internal or external events; and to track progress against mitigating actions.

2. Corporate Risk Register

2.1 The Corporate Risk Register contains fourteen risks. Changes since the register was last reported to Governance & Audit Committee in January 2015 are summarised as follows:

- The delivery of savings risk for 2014/15 has been closed and replaced with a new risk for the current year of 2015/16. This is in addition to the medium term financial risk already on the register (CRR 17).
- CRR 2: Safeguarding of children and vulnerable adults – the Social Care Health & Wellbeing directorate risk relating to safeguarding has been split into two risks to reflect the differing contexts of adult and children's protection issues. These risks are currently rated as 'high' and as a result the corporate risk has been amended to reflect this. The upcoming formal refresh of the corporate risk register will include discussion with Risk Owners as to whether the corporate risk should also be split, with the risk rating then reviewed accordingly.
- CRR 18 - Public Services Network Code of Compliance security standards. KCC has continued to comply with these Government security standards. The risk level has been reduced from 'amber' to 'green' and KCC will continue to liaise with Government on the evolving standards.

2.2 Out of the fourteen risks there are four areas of risk currently rated as ‘high’, nine rated as ‘medium’ and one rated as ‘low’. The high risks relate to the management of demand in both adults and children’s social care; safeguarding; and the future financial and operating environment / landscape for local government. All risks have mitigating actions in place that aim to achieve a target residual rating of ‘medium’ or ‘low’.

2.3 Further details of these risks, including controls and mitigating actions, are contained in appendix 1.

2.4 The Corporate Risk Team supports directorates to ensure that the Corporate Risk Register is underpinned by directorate and divisional / service risk registers, from which risks will be escalated in accordance with KCC’s Risk Management Policy. Directorate risk registers are formally reviewed quarterly by Directorate Management Teams and on an annual basis by Cabinet Committees.

2.5 The Corporate Risk Register was last presented to this Committee in January 2015, where two recommendations were made:

2.5.1 The first was that consideration should be given to inclusion of potential staffing implications arising from transformation. Consequently, the future financial and operating environment for local government risk (CRR 17) now includes an additional consequence relating to potential staffing implications. Several controls have been listed to demonstrate how this consequence is being mitigated.

2.5.2 Secondly, it was recommended that explicit reference should be made to fraud within the corporate risk register. Consequently, the Head of Internal Audit was commissioned to look at local government comparators in respect of inherent fraud and corruption risks in Kent and whether it warranted specific inclusion into the corporate risk register.

2.5.3 The fraud benchmarking results (to be reported to this Committee in October) indicated that KCC is at no higher risk of fraud and corruption, but that the County Council is more successful at detecting and investigating fraud. Therefore the current stance of Cabinet Members and the Corporate Management Team is that instead of including fraud as a single risk on the corporate risk register each Directorate undertakes its own fraud risk assessment and such risks are managed at that level unless they are of such significance they should be escalated to the corporate level, in line with KCC’s Risk Management Policy.

2.6 In addition to these formal recommendations, a risk event relating to Regional Growth Fund programmes has been added to corporate risk CRR 3 in response to a point raised at the last Governance & Audit Committee meeting, along with associated controls.

3. Monitoring, Review and Reporting

3.1 There is a particular focus on ensuring that key mitigating actions are identified and progress monitored. The risks within the Corporate Risk Register, their current risk level and progress against mitigating actions are reported quarterly to Cabinet via the Quarterly Performance Report.

3.2 In addition, the corporate risks relevant to each Cabinet Committee were reported in the spring 2015 round of Committees along with directorate risk registers, allowing for discussion of these risks with the relevant Risk Owners and responsible Cabinet Members.

3.3 The more formal annual review of the Corporate Risk Register is taking place in the autumn, involving meetings with individual members of the Cabinet and Corporate Management Team.

4. Recommendations

4.1 The Governance and Audit Committee is asked to:

a) NOTE the assurance provided in relation to the development, maintenance and review of the Corporate Risk Register.

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Appendix 1

KCC Corporate Risk Register

FOR PRESENTATION TO GOVERNANCE & AUDIT COMMITTEE 23RD JULY 2015

Corporate Risk Register - Summary Risk Profile

Low = 1-6	Medium = 8-15	High =16-25

Risk No.*	Risk Title	Current Risk Rating	Direction of Travel since 29th January	Target Risk Rating
CRR 1	Data and Information Management	Medium (9)	⇔	Medium (9)
CRR 2	Safeguarding	High (16)	⇧	Medium (9)
CRR 3	Access to resources to aid economic growth and enabling infrastructure	Medium (12)	⇔	Medium (8)
CRR 4	Civil Contingencies and Resilience	Medium (12)	⇔	Medium (8)
CRR 9	Better Care Fund (Health & Social Care Integration)	Medium (12)	⇔	Medium (9)
CRR 10(a)	Management of Adult Social Care Demand	High (20)	⇔	Medium (12)
CRR 10(b)	Management of Demand – Specialist Children's Services	High (20)	⇔	Medium (12)
CRR 12	Welfare Reform changes	Medium (12)	⇔	Medium (9)
CRR 13	Delivery of 2014/15 savings	Low (4)	Risk Closed	Low (2)
CRR 14	Development of strategic commissioning authority governance arrangements	Medium (12)	⇔	Medium (8)
CRR 17	Future operating & financial environment for local government	High (20)	⇔	Medium (10)
CRR 18	PSN – Implications of compliance with Code of Connection security standards	Low (6)	⇩	Low (4)
CRR 19	Implications of the Care Act 2014	Medium (15)	⇔	Low (6)
CRR 20	Banking Reform Act	Medium (8)	New Risk	Low (4)
CRR 21	Delivery of 2015/16 Savings	Medium (12)	New Risk	Low (2)

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Corporate Risk Register Risk Profile

Current Risk Profile		Target Risk Profile

1	Data and Information Management
2	Safeguarding
3	Access to Resources to aid Economic Growth and Enabling Infrastructure
4	Civil Contingencies and Resilience
9	Better Care Fund (Health & Social Care Integration)
10(a)	Management of Adult Social Care Demand
10(b)	Management of Demand – Early Help and Specialist Children's Services

12	Welfare Reform Changes
14	Development of Strategic Commissioning Authority Governance Arrangements
17	Future Operating & Financial Environment for Local Government
18	PSN – Implications of compliance with Code of Connection Security Standards
19	Implications of the Care Act 2014
20	Banking Reform Act
21	Delivery of 2015/16 Savings

Risk ID	CRR1	Risk Title	Data and Information Management

Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The Council is reliant on vast amounts of good quality data and information to determine sound decisions and plans, conduct operations and deliver services. It is also required by the Data Protection Act and Government's Code of Connection (CoCo) to maintain confidentiality, integrity and proper use of the data. With the Government's 'Open' agenda, increased flexible working patterns of staff, and increased partnership working and use of multiple information repositories, controls on data management and security have become complex and important.	Information security incidents resulting in loss of personal data or breach of privacy/confidentiality Data Subject complaint upheld by Information Commissioners Office (ICO) Failure to achieve either annual PSN or NHS Information Governance certification	ICO sanction (e.g. undertaking, assessment, improvement, enforcement or monetary penalty notice) issued against the Authority. Reputational damage. Damages claims. Cost of remediation. Access to PSN and/or NHS connected services revoked or restricted resulting in significant interruption to services.	On behalf of CMT: Geoff Wild, Director Governance & Law Rebecca Spore, Director Infrastructure **Responsible Cabinet Member(s):** Gary Cooke, Corporate & Democratic Services	Possible (3) **Target Residual Likelihood** Possible (3)	Significant (3) **Target Residual Impact** Significant (3)

Control Title	Control Owner
Senior Information Risk Officer (SIRO) supported by Information Governance cross-directorate group.	David Cockburn, Corporate Director Strategic and Corporate Services
SIRO Information Governance Action Plan and Information Risk Register in place and regularly reviewed	Geoff Wild, Director Governance & Law
Information Governance policies and procedures in place and monitored.	Geoff Wild, Director Governance & Law

Information Governance Management Framework in place	Geoff Wild, Director Governance & Law
Information Resilience and Transparency team providing business information governance support	Caroline Dodge, Team Leader- Information Resilience & Transparency team
Information Assurance maturity monitoring procedure in place.	Geoff Wild, Director Governance & Law/Paul Day, Interim Head of Profession for ICT
Contractor information assurance procedure in place	Mark Lobban, Director Commissioning SCHWB
Corporate Director Social Care Health & Wellbeing is KCC Caldicott Guardian, protecting confidentiality of service user information and enabling appropriate information sharing. Caldicott Guardian Support Officers nominated in relevant services	Andrew Ireland, Corporate Director SCHWB
County wide protocols in place for information sharing between agencies and governed by Kent & Medway Information Governance Partnership Board. Information Sharing Designated Officers nominated in relevant services.	Charlie Beaumont, Education & Young People Services
ICT Security and Service Transition Team operational.	Paul Day, Interim Head of Profession for ICT
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place	Paul Day, Interim Head of Profession for ICT
Information Governance training completed by employees, contractors and temporary staff. Specialist training needs identified and training plan in place. Information Governance training plan in place and monitored.	Geoff Wild, Director Governance & Law
Discussions in place with Government regarding requirements of the Code of Connection (cross reference to CRR 18)	Paul Day, Interim Head of Profession for ICT
Corporate Information Asset Register established and risk assessments in progress.	Geoff Wild, Director Governance & Law

Information risk assessments completed for systems processing personal data and for new/change projects		Geoff Wild, Director Governance & Law
Information Security & Information Risk Management supporting procedures and processes are monitored to ensure realisation of benefits		Andrew Ireland, Corporate Director SCHWB/Geoff Wild, Director Governance & Law/ Paul Day, Interim Head of Profession for ICT
Public Service Network (PSN) code of compliance information security standard achieved		Paul Day, Interim Head of Profession for ICT
NHS Information Governance Toolkit ‘satisfactory’ rating achieved		Paul Day, Interim Head of Profession for ICT
Action Title	**Action Owner**	**Planned Completion Date**
Targeting of those staff yet to complete Information Governance Training	Geoff Wild, Director Governance & Law	September 2015
Information Commissioners Office (ICO) audit to identify good practice and areas for improvement	Geoff Wild, Director Governance & Law	September 2015

Risk ID	CRR2	Risk Title	Safeguarding		
Source / Cause of risk The Council must fulfil its statutory obligations to effectively safeguard vulnerable adults and children.	**Risk Event** Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability.	**Consequence** Serious impact on vulnerable people Serious impact on ability to recruit the quality of staff critical to service delivery. Serious operational and financial consequences Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities Incident of serious harm or death of a vulnerable adult or child	**Risk Owner** On behalf of CMT: Andrew Ireland, Corporate Director SCHWB **Responsible Cabinet Member(s):** Peter Oakford Specialist Children's Services Graham Gibbens, Adult Social Care & Public Health	**Current Likelihood** Likely (4) **Target Residual Likelihood** Possible (3)	**Current Impact** Serious (4) **Target Residual Impact** Significant (3)

Control Title	Control Owner
Consistent scrutiny and performance monitoring through Divisional Management Team, District 'Deep Dives' and audit activity	Andrew Ireland, Corporate Director SCHWB
Independent scrutiny by Kent Safeguarding Children Board	Independent Chair Kent Safeguarding Children Board

Manageable caseloads per social worker and robust caseload monitoring	Philip Segurola, Acting Director Specialist Children's Services
Significant ongoing work to increase rigour and managerial grip in Duty and Initial Assessment Teams	Philip Segurola, Acting Director Specialist Children's Services
Central Duty Service & Central Referral Unit now in place to ensure increase in consistency and threshold application	Andrew Ireland, Corporate Director SCHWB
SCHWB management team monitors social work vacancies and agrees strategies for urgent situations	Andrew Ireland, Corporate Director SCHWB
Active strategy in place to attract and recruit social workers through a variety of routes with particular emphasis on experienced social workers. Detailed programme of training	Philip Segurola, Acting Director Specialist Children's Services / Amanda Beer, Corporate Director Engagement, Organisational Design & Development
CMT, SCHWB Directorate Management Team and the Cabinet Member for Adult Social Care & Public Health and Specialist Children's Services receive quarterly safeguarding performance reports.	Andrew Ireland, Corporate Director SCHWB
Programme of internal and external audits for adult safeguarding case files with regards to SCHWB and Kent & Medway Partnership Trust (KMPT) in place.	Andrew Ireland, Corporate Director SCHWB
Performance management of safeguarding is part of the Improvement Plan in place between KCC (SCHWB directorate) and KMPT.	Penny Southern, Director Disabled Children Adult Learning Disability & Mental Health
SCHWB Strategic Adults Safeguarding Board provides a strategic countywide overview of adult safeguarding within SCHWB and monitors progress towards the SCHWB Strategic Adult Safeguarding action plan	Andrew Ireland, Corporate Director SCHWB
Safeguarding Vulnerable Adults (SGVA) coordinators work closely with Contracting colleagues where there are safeguarding concerns in the independent sector using 'Quality in care' framework	Andrew Ireland, Corporate Director SCHWB

Education Safeguarding Team in place	Gillian Cawley, Director Education Quality & Standards
Practice Development Programme in place to strengthen practice across Children and Families Teams	Philip Segurola, Acting Director Specialist Children's Services
Ofsted action plans monitored at bi-monthly Kent Corporate Parenting Group (KCPG)/Corporate Parenting Panel (CPP) meetings	Philip Segurola, Acting Director Specialist Children's Services
Children's Quality Monitoring Framework in place	Philip Segurola, Acting Director Specialist Children's Services
Annexe A Peer Review conducted by West Sussex	Philip Segurola, Acting Director Specialist Children's Services
New improvement action plan published and monitored through the Specialist Children's Services Divisional Management Team	Philip Segurola, Acting Director Specialist Children's Services
Audit of Children in Need (CIN) cases undertaken	Philip Segurola, Acting Director Specialist Children's Services
Learning from the Annex A Peer review being progressed by Specialist Children's Services Divisional Management Team	Philip Segurola, Acting Director Specialist Children's Services
Children's Development Plan, jointly owned by Specialist Children's Services and Early Help and Preventative Services, in place and updated to address recommendations arising from recent Child Sexual Exploitation (CSE) themed inspection and actions identified during a recent external review.	Philip Segurola, Acting Director Specialist Children's Services
Safeguarding aspects of the Care Act being led by the Multi-Agency	Andrew Ireland, Corporate

Safeguarding Adults Board.		Director SCHWB
Staff briefings held on implications of the Care Act		Andrew Ireland, Corporate Director SCHWB
The ‘Making Safeguarding Personal’ (MSP) initiative launched		Nick Sherlock, Head of Adult Safeguarding
Action Title	**Action Owner**	**Planned Completion Date**
Ongoing development of further strategies and campaigns to support recruitment so that we attract and retain high calibre social workers and managers. Use of competent agency social workers and managers on temporary basis to fill vacancies	Andrew Ireland, Corporate Director SCHWB / Amanda Beer, Corporate Director Engagement, Organisational Design & Development	October 2015 (review)
Implementation of transformation programme for children’s services, including Social Work Contract Programme	Philip Segurola, Acting Director Specialist Children’s Services	October 2015 (review)
Safeguarding aspects of the Care Act being addressed (see risk CRR19) including: • Completion and launch of the Capability Framework	Nick Sherlock, Head of Adult Safeguarding	 October 2015
Delivery of key actions to tackle Children’s Sexual Exploitation (CSE) and Trafficking as part of the Children’s Development Plan	Philip Segurola, Acting Director Specialist Children’s Services	July 2015 (review)

Risk ID	CRR3	Risk Title	Access to resources to aid economic growth and enabling infrastructure		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Council seeks access to resources to develop the enabling infrastructure for economic growth and regeneration. However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. This is especially the case in the east of the county. At the same time, Government funding for infrastructure (for example via the Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time. Additionally, the Department of Business, Innovation and Skills	Inability to secure sufficient contributions from development to support growth. Failure to attract sufficient funding via the Local Growth Fund and other public funds to both support the cost of infrastructure and aid economic growth and regeneration. Insufficient return on investment from Regional Growth Fund schemes or significant level of default on loans.	Key opportunities for growth missed. The Council finds it increasingly difficult to fund KCC services across Kent and deal with the impact of growth on communities. Kent becomes a less attractive location for inward investment and business. Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions. Our ability to deliver an enabling infrastructure becomes constrained. Reputational risk	Barbara Cooper, Corporate Director Growth, Environment and Transport **Responsible Cabinet Member(s):** Mark Dance, Economic Development	Possible (3) **Target Residual Likelihood** Unlikely (2)	Serious (4) **Target Residual Impact** Serious (4)

has allocated £55m to KCC for three schemes that provide funds for companies with investment plans that will lead to job creation.	
Control Title	**Control Owner**
Unlocking the Potential prepared as Kent and Medway growth strategy to secure future Government infrastructure funds	David Smith, Director Economic Development
KCC’s 20 year transport delivery plan, *Growth without Gridlock* sets out the key transport drivers for change which will help to facilitate and stimulate economic growth in the County. Implementation plan in place and regularly monitored	Stephanie Holt, Interim Director Environment Planning & Enforcement
Key infrastructure is identified and planned for as part of District Local Plans and Infrastructure Delivery Plans, plus work has been commissioned to develop a Growth and Infrastructure Framework for Kent and Medway	Stephanie Holt, Interim Director Environment Planning & Enforcement
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Stephanie Holt, Interim Director Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith, Director Economic Development
Economic Development SMT review of “critical” programmes/projects and review of KPIs to ensure continued appropriateness and relevance	David Smith, Director Economic Development
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer’ Group	David Smith, Director Economic Development
Growth Deal allocation announced, July 2014, allocating funds for specific identified schemes in Kent and Medway	Ross Gill, Economic Strategy & Policy Manager

Monitoring framework in place for Regional Growth Fund (RGF) programmes covering the issuing and management of contract agreements with regular reports reviewed by Growth, Economic Development & Communities Cabinet Committee.		Jacqui Ward, Regional Growth Fund Programme Manager
KCC Internal Audit and external Auditor commissioned on an annual basis to conduct audits on the compliance of the RGF process and administration of the schemes, including governance, decision making and outcomes		Jacqui Ward, Regional Growth Fund Programme Manager
Action Title	**Action Owner**	**Planned Completion Date**
Maintain coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development	September 2015 (review)
Development of Growth and Infrastructure Framework for Kent & Medway – to set out infrastructure requirements to support growth across Kent to 2031	Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement	August 2015

Risk ID	**CRR4**	**Risk Title**	**Civil Contingencies and Resilience**		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies and severe / extreme weather conditions.	Failure to deliver suitable planning measures, respond to and manage these events when they occur. Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.	Potential increased harm or loss of life if response is not effective. Serious threat to delivery of critical services. Increased financial cost in terms of damage control and insurance costs. Adverse effect on local businesses and the Kent economy. Possible public unrest and significant reputational damage Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.	On behalf of CMT Barbara Cooper, Corporate Director Growth, Environment & Transport **Responsible Cabinet Member(s):** Mike Hill, Community Services	Possible (3) **Target Residual Likelihood** Unlikely (2)	Serious (4) **Target Residual Impact** Serious (4)

Control Title	**Control Owner**
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include: • Intelligence gathering and forecasting;	Mike Overbeke, Head of Public Protection (for Kent Resilience Team

• Regular training exercises and tests; • Task & Finish groups addressing key issues. • Plan writing • Capability building	Activity)/Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement
Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).	Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement
Management of financial impact to include Bellwin scheme	Dave Shipton, Head of Financial Strategy
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.	Tony Harwood, Resilience and Emergencies Manager
System in place for ongoing monitoring of severe weather events (SWIMS)	Carolyn McKenzie, Head of Sustainable Business and Communities
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
ICT resilience improvements made to underlying data storage, data centre capability and network resilience.	Paul Day, Interim Head of Profession for ICT
Business Continuity Management Plan in place to improve overall resilience for Contact Point	Christopher Smith, Operations Manager Contact Point
On-going programme of review relating to Disaster Recovery and Business Continuity	Paul Day, Interim Head of Profession for ICT

Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Stephanie Holt, Interim Director Environment Planning & Enforcement
KCC Community Wardens trained as Incident Liaison Officers	Mike Overbeke, Head of Public Protection
Pan-Kent Flood Group established to oversee implementation of multi-agency recommendations arising from lessons learnt from Christmas and New Year floods 2013/14	Stephanie Holt, Interim Director Environment Planning & Enforcement
KCC and local Kent Resilience Forum partners have tested preparedness for Ebola outbreak in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity.	Andrew Scott-Clark, Director Public Health
'Introduction to Emergency Planning' e-learning package available to all staff	Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement
Emergency planning training rolled out at strategic, tactical and operational levels	Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement
Operations Loki, Hawk and Ragnarok exercises conducted in March 2015 testing different elements of KCC emergency and business continuity arrangements	Tony Harwood, Resilience & Emergencies Manager
Senior Management on-call rota devised and agreed	Ann Carruthers, Interim Deputy Director Environment Planning & Enforcement
Upgraded/enhanced automated call distribution system introduced offering improved resilience	Paul Day, Interim Head of

		Profession for ICT/Jane Kendal, Head of Service – Customer Relationship
Emergency Reservists have been recruited to aid emergency responses		Stephanie Holt, Interim Director Environment Planning & Enforcement
Action Title	**Action Owner**	**Planned Completion Date**
Continue to conduct regular exercises and rehearsals of plans	Tony Harwood, Resilience & Emergencies Manager (lead role)	March 2016 (review)
Implement recommendations from internal and external debriefs into the Christmas/New Year 2013 -14 storms and floods and other recent emergencies.	Stephanie Holt, Interim Director Environment Planning & Enforcement	March 2016 (review)
Ensure staff complete mandatory eLearning Emergency Planning Training	Corporate Management Team	October 2015

Risk ID	CRR9	Risk Title	Better Care Fund (Health & Social Care Integration)		
Source / Cause of Risk The Government's spending review in June 2013 announced an Integration Transformation Fund (now relabelled Better Care Fund), which provides an opportunity to create a shared plan for health & social care activity and expenditure. The plan for 2015/16 needs to start in 2014 and form part of a five-year strategy for health & social care. A fully integrated service calls for a step change in current arrangements to share information, staff, money and risk. Government announced in July 2014 that over 25% of the total BCF monies are being held back and ring-fenced to support acute hospital trusts where BCF activity fails to achieve targets to reduce emergency hospital admissions. This moves the burden of risk from hospitals into other sectors such as social care.	**Risk Event** The new regulations may reduce the money available to support social care services through the BCF by 50% Plans to reduce hospital admissions are destabilised Governance arrangements for pooled budgets unclear	**Consequence** Failure to maximise opportunities presented for health & social care integration, and ensure changes achieve maximum impact. Additional budget pressures.	**Risk Owner** Andrew Ireland, Corporate Director SCHWB **Responsible Cabinet Member(s):** Roger Gough, Education & Health Reform Graham Gibbens, Adult Social Care & Public Health	**Current Likelihood** Likely (4) **Target Residual Likelihood** Possible (3)	**Current Impact** Significant (3) **Target Residual Impact** Significant (3)

Control Title	Control Owner
KCC has designated Cabinet Portfolio Holders for Public Health and Health Reform, who have assumed central roles at strategic level	Paul Carter, Leader of the Council
Health & Wellbeing Board and CCG-level Health & Wellbeing Board sub-committees established	Roger Gough, Cabinet Member Education & Health Reform
Joint Commissioning Board Strategy & Commissioning plans established with Clinical Commissioning Groups	Mark Lobban, Director Commissioning SCHWB
Kent chosen as one of 14 pioneers of health & social care integration in the UK	Andrew Ireland, Corporate Director SCHWB(KCC lead)
Integration Pioneer Steering Group established as an informal group of the Health & Wellbeing Board to provide strategic direction and oversee successful delivery of health & social care in Kent	Anne Tidmarsh, Director Older People & Physical Disability (KCC lead)
Detailed delivery plans being developed with CCG areas	Andrew Ireland, Corporate Director SCHWB
Joint Area Team, CCG and KCC group established	Andrew Ireland, Corporate Director SCHWB
Revised integrated BCF plan submitted by Health & Wellbeing Board to BCF Programme Director and agreed with support	Andrew Ireland, Corporate Director SCHWB
KCC has developed an understanding of, and is well placed to implement, the NHS ‘Five Year Forward View’	Andrew Ireland, Corporate Director SCHWB
BCF Finance and Performance Group established, consisting of CCG/KCC Chief Finance Officers	Andy Wood, Corporate Director Finance & Procurement/Andrew Ireland, Corporate Director SCHWB

Action Title	Action Owner	Planned Completion Date
Establishment of BCF Internal Assurance Group to include senior	Andy Wood, Corporate	July 2015

managers and policy representatives	Director Finance & Procurement

Risk ID	CRR10(a)	Risk Title	Management of Adult Social Care Demand		
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
Adult social care services across the country are facing growing pressures. Overall demand for adult social care services in Kent continues to increase due to factors such as increasing numbers of young adults with long-term complex care needs and Ordinary Residence issues. This is all to be managed against a backdrop of reductions in Government funding, implications arising from the implementation of the Care Act, a recent Supreme Court ruling that may lead to increases in Deprivation of Liberty Assessments and longer term demographic pressures.	Council is unable to manage and resource to future demand and its services consequently do not meet future statutory obligations and/or customer expectations.	Customer dissatisfaction with service provision. Increased and unplanned pressure on resources. Decline in performance. Legal challenge resulting in adverse reputational damage to the Council. Financial pressures on other council services.	Andrew Ireland, Corporate Director SCHWB **Responsible Cabinet Member(s):** Graham Gibbens, Adult Social Care & Public Health	Likely (4) **Target Residual Likelihood** Possible (3)	Major (5) **Target Residual Impact** Serious (4)

Control Title	Control Owner
Regular analysis and refreshing of forecasts to maintain the level of understanding which feeds into the relevant areas of the MTFP and the business planning process	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB
Implementation of Adults Transformation partnership programme progressing including: Care Pathways, Commissioning & Procurement and Optimisation	Mark Lobban, Director Commissioning SCHWB/Anne Tidmarsh, Director Older People &

	Physical Disability/Penny Southern, Director Disabled Children Adult Learning Disability & Mental Health
Monitoring, vigilance and challenge regarding the placement of Adults into Kent by other local authorities.	Mark Lobban, Director Commissioning SCHWB
Legal Services are engaged where required to support KCC when challenging other Authorities to accept Ordinary Residence re: responsibilities	Penny Southern, Director Disabled Children Adult Learning Disability & Mental Health
Joint commissioning of services with health, in particular for people with dementia, long term conditions and for carers (links to Better Care Fund – see Risk CRR9).	Mark Lobban, Director Commissioning SCHWB/ Anne Tidmarsh, Director Older People & Physical Disability
Continued drive to maximise the use of Telecare as part of the mainstream community care services	Anne Tidmarsh, Director Older People & Physical Disability and Penny Southern, Director Disabled Children Adult Learning Disability and Mental Health
Maintain the use of appropriate tools to obtain value for money in relation to the commissioning of expensive specialist residential accommodation	Mark Lobban, Director Commissioning SCHWB
Health & Social Care Integration Programme in place with a strategic objective of proactively tackling demand for health & social care services	Anne Tidmarsh, Director Older People & Physical Disability
Risk stratification tools devised. Now being used by GP's	Anne Tidmarsh, Director Older People & Physical Disability
Briefings being provided in relation to key elements of the Care Bill and their potential implications	Michael Thomas-Sam,

for KCC	Strategic Business Advisor, SCHWB
Care Act Preparation Programme established as part of the Adults Transformation Change Portfolio to ensure implementation of Care Act.	Michael Thomas-Sam, Strategic Business Advisor, SCHWB
Continued support for investment in preventative services through voluntary sector partners	Mark Lobban, Director Commissioning SCHWB
Briefing on implications of Supreme Court ruling relating to Deprivation of Liberty Assessments issued	Andrew Ireland, Corporate Director, SCHWB
Analysis conducted to identify the likely event of demand for Deprivation of Liberty Assessments	Mark Lobban, Director Commissioning, SCHWB
Public Health & Social Care ensures effective provision of information, advice and guidance to all potential and existing service users, promoting self-management to reduce dependency	Andrew Scott-Clark, Director Public Health/ Anne Tidmarsh, Director Older People and Physical Disability Services
Best Interest Assessments (BIA) training package in place to be delivered as part of a rolling programme twice yearly	Mark Lobban, Director Commissioning, SCHWB

Action Title	**Action Owner**	**Planned Completion Date**
Continual review and monitoring of demand in relation to Deprivation of Liberty Assessments	Mark Lobban, Director Commissioning, SCHWB	October 2015 (review)
Delivery of Adults Transformation Phase 2 Design including: • Further development of detailed implementation plan for phase 2	Mark Lobban, Director Commissioning SCHWB	July 2015 (review)

Risk ID	CRR10(b)	Risk Title	Management of Demand – Early Help and Specialist Children's Services		
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
Local Authorities continue to face increasing demand for specialist children's services due to a variety of factors, including consequences of highly publicised child protection incidents and serious case reviews, and policy/legislative changes. At a local level KCC is faced with additional demand challenges such as those associated with significant numbers of Unaccompanied Asylum Seeking Children (UASC) There are also particular 'pressure points' in several districts. These challenges need to be met as specialist children's services face increasingly difficult financial circumstances and operational challenges such as recruitment and retention of permanent qualified social workers.	High volumes of work flow into specialist children's services leading to unsustainable pressure being exerted on the service.	Children's services performance declines as demands become unmanageable. Failure to deliver statutory obligations and duties or achieve social value. Additional financial pressures placed on other parts of the Authority at a time of severely diminishing resources. Ultimately an impact on outcomes for children, young people and their families.	Andrew Ireland, Corporate Director SCHWB Patrick Leeson, Corporate Director EYPS **Responsible Cabinet Member(s):** Peter Oakford, Specialist Children's Services	Likely (4) **Target Residual Likelihood** Possible (3)	Major (5) **Target Residual Impact** Serious (4)

Control Title	Control Owner
Analysis and refreshing of forecasts to maintain the level of understanding which feeds into the relevant areas of the MTFP and the business planning process	Andrew Ireland, Corporate Director SCHWB / Philip Segurola, Acting Director

	Specialist Children's Services
The Early Help and Preventative Services Programme is working to ensure that vulnerable families can access the right support through open access services or through targeted casework.	Florence Kroll, Director of Early Help and Preventative Services
Plans developed to appropriately manage the number of children in care (subject to continual monitoring)	Philip Segurola, Acting Director Specialist Children's Services
Intensive focus on ensuring early help to reduce the need for specialist children's support services.	Patrick Leeson, Corporate Director EYPS / Andrew Ireland, Corporate Director SCHWB
Continued support for investment in preventative services through voluntary sector partners	Mark Lobban, Director Commissioning SCHWB
Maintain the use of appropriate tools to obtain value for money in relation to the commissioning of expensive specialist residential and independent fostering accommodation	Mark Lobban, Director Commissioning SCHWB
Dedicated Children in Care project action plan being presented to June 2014 Children's Transformation Board	Philip Segurola, Acting Director Specialist Children's Services
Scoping of diagnostic work for children's services with aid of efficiency partner has been completed	Philip Segurola, Acting Director Specialist Children's Services
Early Help & Preventative Services have outlined priorities for service development and change, including ambitious targets to improve outcomes for children, young people and families	Florence Kroll, Director of Early Help & Preventative Services
New and innovative service design concepts tested in 'sandbox' to inform the business case and associated projections	Patrick Leeson, Corporate Director, Education & Young People's Services/Andrew Ireland, Corporate Director SCHWB

Weekly Management Information reports track key children in care milestones	Philip Segurola, Acting Director Specialist Children's Services

Action Title	**Action Owner**	**Planned Completion Date**
In-house fostering capacity to be developed and assertive monitoring of all children in care performance milestones	Philip Segurola, Acting Director Specialist Children's Services	September 2015 (review)
Implementation of Unified 0-25 programme with projects targeted within Specialist Children's Services, Early Help and Prevention and External Spend	Patrick Leeson, Corporate Director, Education & Young People's Services/Andrew Ireland, Corporate Director SCHWB	December 2015

Risk ID	CRR 12	Risk Title	Welfare Reform changes		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Welfare Reform Act 2012 put into law many of the proposals set out in the 2010 white paper *Universal Credit: Welfare that Works*. It aims to bring about a major overhaul of the benefits system and the transference of significant centralised responsibilities to local authorities. KCC needs to be prepared to manage the uncertain affects and outcomes that the changes may have on the people of Kent.	The impact of the reforms in regions outside of Kent could trigger the influx of significant numbers of 'Welfare' dependent peoples to Kent. Failure to plan appropriately to deal with potential consequences. The financial models and budgets and funding sources underpinning the new schemes prove to be inadequate and allocation of payments and grants has to become prioritised against more challenging criteria.	Failure to meet statutory obligations. An increase in households falling below poverty thresholds with vulnerable people becoming exposed to greater risk. Increasing deprivation leads to increase in social unrest and criminal activity. Additional pressure on KCC services e.g. school places	Andrew Ireland, Corporate Director SCHWB **Responsible Cabinet Member(s):** Graham Gibbens, Adult Social Care & Public Health	Possible (3) **Target Residual Likelihood** Possible (3)	Serious (4) **Target Residual Impact** Significant (3)

Control Title	**Control Owner**
Ongoing analysis and tracking of impacts conducted by Strategy, Policy & Assurance and Strategic Business Intelligence & Development teams plus external partners to give an indication of scale of implications of reforms. Mechanism developed to track benefit migration into Kent.	Richard Hallett, Lead Officer for Business Intelligence /David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance
Policy & research updates produced periodically to aid monitoring of potential impacts	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance/Richard Hallett, Lead Officer for Business

		Intelligence
Kent Support and Assistance Service operating as the County's local welfare assistance scheme		Graham Gibbens, Cabinet Member Adult Social Care & Public Health
Action Title	**Action Owner**	**Planned Completion Date**
Universal Credit – Local Support Service Framework (LSSF) Continue work with DWP to establish local delivery aspects in terms of face-to-face support	Jane Kendal, Head of Service - Customer Relationship	September 2015 (review)
Local Welfare Assistance future options being considered	Mark Lobban, Director of Commissioning	July 2015

Risk ID	CRR14	Risk Title	Development of strategic commissioning authority arrangements		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
As part of KCC's whole-council transformation programme the Authority is moving towards more strategic commissioning arrangements. This will put even greater emphasis on the importance of effective procurement, commissioning and contract management arrangements and may also involve establishment of alternative service delivery models, for which KCC would need appropriate levels of oversight.	Lack of understanding of what a commissioning authority is and how it should operate Too much or too little KCC oversight of any alternative delivery models introduced. Ineffective contract management – KCC fails to act as an 'intelligent client'. Lack of appropriate skills to facilitate a commissioning approach	Failure to secure optimum value for money from service providers and / or failure to secure achievement of desired outcomes. Loss of confidence in the Council and/or financial loss.	All Corporate Directors **Responsible Cabinet Member(s):** Paul Carter, Business Strategy, Audit, Transformatio n	Possible (3) **Target Residual Likelihood** Unlikely (2)	Serious (4) **Target Residual Impact** Serious (4)

Control Title	Control Owner
KCC Procurement Strategy sets out the strategic approach to procurement across the Authority and Spending the Council's money – Code of Practice, sets out how strategic approach to procurement is to be achieved at operational level.	Henry Swan, Head of Procurement
Commissioning & Procurement Board in place, establishing clear agreed relationships, support, information flow, governance structures and accountability between different levels of commissioning and procurement.	Henry Swan, Head of Procurement
Procurement training for KCC managers, as part of the Kent Manager standard, in place	Henry Swan, Head of Procurement
Procedures for appropriate consultation in place (including Equality Impact Assessments) where procurement and commissioning decisions are being considered	Diane Trollope, Head of Engagement & Consultation/Akua

	Agyepong, Corporate Lead, Equality & Diversity
Governance & Audit Committee (inc. Trading Activities sub-group) and Internal Audit roles	Andy Wood, Corporate Director Finance & Procurement
Management Guide for Alternative Service Delivery Models produced	Neeta Major, Strategic Financial Advisor
Procurement and Legal Services joint protocol in place to clarify the respective responsibilities of these two functions and service managers	Henry Swan, Head of Procurement/Geoff Wild, Director Governance & Law
Protocol relating to companies in which KCC has an interest in place – establishes processes and provides additional controls to ensure such companies are run according to rules of good governance	Geoff Wild, Director Governance & Law/Andy Wood, Corporate Director Finance & Procurement
"Guidance on Local Authority Companies" available to assist anyone with the Council wishing to set up a company	Andy Wood, Corporate Director Finance & Procurement/ Geoff Wild, Director Governance & Law
Cross-directorate Commissioning Support Working Group meets regularly to move the agenda forward	Olivia Crill, Transformation Manager
Commissioning Network established, drawing on expertise from across the Authority and facilitating sharing of best practice and learning.	Olivia Crill, Transformation Manager
KCC Commissioning Framework developed and approved by County Council	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance
Member working group established to build understanding of the role of elected Members in a commissioning authority, with Commissioning Advisory Board in place	Councillor Hotson
Strategic Statement for KCC developed that has coherence with existing statutory outcomes	David Whittle, Director Strategy, Policy,

frameworks – approved by County Council March 2015	Relationships and Corporate Assurance
Procurement & Commissioning review undertaken	Andy Wood, Corporate Director Finance & Procurement
Contract Management training being rolled out to those involved in managing contracts across the Council	Henry Swan, Head of Procurement
The commissioning toolkit – a single repository for commissioning related tools, guidance and best practice – launched on KNet	Olivia Crill, Transformation Manager
Decision making guidance available on KNet, promoting utilisation of existing formal decision making mechanisms	Louise Whitaker, Democratic Services Manager (Executive)
Constitution regularly refreshed as required including new operating models	Geoff Wild, Director Governance & Law/All of Corporate Management Team

Action Title	**Action Owner**	**Planned Completion Date**
Opportunities for potential savings from improved commissioning & procurement practice being explored.	Andy Wood, Corporate Director Finance & Procurement	December 2015
Customer Service Policy is being consulted on, setting out the approach to our customers as we become a strategic commissioning authority	Jane Kendal, Head of Service - Customer Relationship	July 2015

Risk ID	CRR17	Risk Title	Future operating & financial environment for local government		
Source / Cause of Risk The extension of public sector austerity beyond the current Parliament, the continuing growth in pressures and a radical public service reform agenda being pursued by the Coalition Government means that KCC, like many local authorities, is faced with significant uncertainty and enormous challenges. It is estimated that on top of significant savings already delivered, another £206m are required between 2015/16 and 2017/18. There is uncertainty for Local Government over the next spending round.	**Risk Event** Failure to respond appropriately to the challenges faced and to be able to shape a new resilient and financially sustainable fit-for-purpose Authority in the timescales required. Quality of services suffers as financial situation continues to worsen. Financial settlement from Government is less than anticipated for 2015 onwards. Strain on management capacity and / or managers not being 'equipped' to meet the different demands of their roles in the new environment.	**Consequence** Unsustainable financial situation. Reduction in resident satisfaction and reputational damage. Potential implications for staff wellbeing morale and engagement	**Risk Owner(s)** Corporate Directors **Responsible Cabinet Member(s):** Paul Carter, Business Strategy, Audit & Transformation	**Current Likelihood** Likely (4) **Target Residual Likelihood** Unlikely (2)	**Current Impact** Major (5) **Target Residual Impact** Major (5)

Control Title	Control Owner
"Facing the Challenge: Whole-Council Transformation" paper approved at County Council – sets out how the Authority will position itself to meet the anticipated financial challenges, outlines a future vision for the Council and a whole-council transformation approach	Paul Leader, Leader of the Council
Version 1 of Transformation Plan (Facing the Challenge: Delivering Better Outcomes) presented to County Council outlining a phased roadmap for transformation	Paul Carter, Leader of the Council/Transformation Advisory Group

Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process	Andy Wood, Corporate Director Finance & Procurement
Processes in place for monitoring delivery of savings and budget as a whole, including Budget Programme Board to scrutinise progress	Andy Wood, Corporate Director Finance & Procurement
Corporate Directors are providing managerial leadership for the transformation agenda and ensuring resources for delivering transformation are adequate and appropriate to ensure successful delivery, alongside maintaining focus on 'business as usual' activity, and meeting regularly to ensure effective oversight and co-ordination of officer level programme management	Corporate Directors
Effective operation of Cross-party Advisory Board in order to gain wider engagement of political groups	Paul Carter, Leader of the Council/Transformation Advisory Group
Effective operation of Transformation Advisory Group as the vehicle through which strategic management and oversight of delivery takes place.	Paul Carter, Leader of the Council
Corporate Assurance function and devolved Portfolio Management Offices in place charged with identifying and managing dependencies across all programmes and projects	Elizabeth Sanderson, Corporate Assurance Manager / Change Portfolio Delivery Managers
Communications and Engagement Strategy for *Facing the Challenge* developed	Diane Trollope, Head of Engagement & Consultation
Change Portfolio arrangements established	Portfolio Senior Responsible Officers (SROs)
Top-tier posts realigned to support transformation	Paul Carter, Leader of the Council
Agreed approach with Democratic Services on decision making, governance and approval routes for *Facing the Challenge* programme	John Burr, Director Transformation/ Portfolio Senior Responsible Officers (SROs)
Staff development and Leadership & Management frameworks established to further develop key skills, including commercial acumen, project management and contract management, across the	Amanda Beer, Corporate Director Engagement,

organisation as an essential enabler of transformation	Organisational Design & Development
A range of support is available to all staff including an online tool to assess and increase resilience; training on how to recognize people showing signs of mental health issues; a Health Promotion Strategy that supports physical and mental wellbeing.	Amanda Beer, Corporate Director Engagement, Organisational Design & Development
A suite of performance information is regularly reviewed and monitored to identify potential issues regarding staff retention	Amanda Beer, Corporate Director Engagement, Organisational Design & Development
Commissioning Framework for KCC approved by County Council	Olivia Crill, Transformation Manager
Commissioning toolkit launched – a single repository for commissioning related tools, guidance and best practice.	Olivia Crill, Transformation Manager
Strategic Statement for KCC developed that has coherence with existing statutory outcomes frameworks – approved by County Council March 2015	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance

Action Title	**Action Owner**	**Planned Completion Date**
Roll out of Project & Programme Management training including: • Bespoke risk management blended learning programme – OCG Risk Management • Critical Success Factor workshops • Accredited Business Case evaluation programme	Julie Cudmore, Workforce Development Manager	September 2015 (review) September 2015 October 2015 September 2015

Risk ID	CRR 18	Risk Title	Public Sector Network – Implications of Compliance with Code of Connection Security Standards		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Public Services Network is a UK government Wide Area Network, whose main purpose is to enable connected organisations, including local authorities and central government, to communicate electronically and securely at low protective marking levels. The customer Code of Connection (CoCo) provides a minimum set of security standards that organisations must adhere to when joining the PSN. Due to the Government's zero-tolerance approach a number of local authorities need to make changes to current policies / ways of working that requires additional investment. Ongoing compliance with the standard will have a number of potential impacts on KCC objectives.	Additional investment in technology required to meet standards without commensurate increase in productivity.	Impact on "Doing things Differently" objectives – less technology choices available. Financial implications	David Cockburn, Corporate Director Strategic & Corporate Services Rebecca Spore, Director Infrastructure **Responsible Cabinet Member(s):** Gary Cooke, Corporate & Democratic Services	Unlikely (2) **Target Residual Likelihood** Unlikely (2)	Significant (3) **Target Residual Impact** Moderate (2)

Control Title	**Control Owner**
Thorough analysis of potential impacts of satisfying the CoCo compliance conducted	Paul Day, Interim Head of Profession for ICT

Impact analysis conducted for adoption of Baseline Personnel Security Standards (BPSS)	Paul Day, Interim Head of Profession for ICT/Amanda Beer, Corporate Director Engagement, Organisational Design & Development
CMT commitment to comply communicated to Public Services Network Authority (PSNA)	Corporate Management Team
Project plan devised to achieve compliance	Paul Day, Interim Head of Profession for ICT
KCC compliant with current Code of Connection standards	Paul Day, Interim Head of Profession for ICT
Continued liaison with Government on evolving security standards to encourage risk-based, proportionate approach	Paul Day, Interim Head of Profession for ICT

Action Title	**Action Owner**	**Planned Completion Date**
Action plan to meet requirements for compliance in September 2015	Paul Day, Interim Head of Profession for ICT	September 2015 (review)

Risk ID	CRR 19	Risk Title	Implications of the Care Act 2014		
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Care Act 2014 establishes a new legal framework for care and support services. The new law marks the biggest change to care and support law in England since 1948. The changes will have significant implications for Kent residents and Kent County Council, in terms of both opportunities and risks.	Costs of implementation may not be fully funded. The effect of the changes in law on the existing cost differential between the Local Authority and a self-funder may erode. Significant increase in people coming forward for care and financial assessments. The public may not understand the reforms. Appropriate systems enhancement may not be completed within 2016 timescales Prohibition on delegation of certain functions e.g. safeguarding may necessitate additional resource burden	Additional financial pressure Increase in demand for services in addition to existing demand pressures (see CRR 10a risk) Confusion and dissatisfaction of residents and potential service users	Andrew Ireland, Corporate Director Social Care Health & Wellbeing **Responsible Cabinet Member(s):** Graham Gibbens, Adult Social Care and Public Health	Possible (3) **Target Residual Likelihood** Unlikely (2)	Major (5) **Target Residual Impact** Significant (3)

Control Title	Control Owner
Care Act Programme established to ensure KCC is well placed to deliver its new responsibilities and that Kent residents who need social care, their carers and local providers are able to take advantage of the developments coming. Programme Board contains representatives from across KCC and efficiency partner.	Andrew Ireland, Corporate Director Social Care Health & Wellbeing (SCHWB)

Adults Transformation Board to oversee the Care Act Programme, setting direction, approving decisions and ensuring successful implementation	Andrew Ireland, Corporate Director SCHWB
Care Act Programme is part of the wider Adults Transformation Change Portfolio to ensure appropriate linkages with other programmes in the portfolio, ensuring that they are “Care Act proof”.	Andrew Ireland, Corporate Director SCHWB
Regular briefings for elected Members and other stakeholders being held	Care Act Policy Lead Manager
Costs have been modelled to give KCC an understanding of the total costs involved in implementing the Care Act	Michelle Goldsmith, Finance Business Partner
Phase 1 programme of training, webinars and e-learning in place	Andrea Cahill, Professional Development Advisor, Social Care
Additional capacity to manage predicted demand on carers assessments and independent advocacy services in place	Emma Hanson, Head of Commissioning (Community Support)
Safeguarding aspects of Care Act 2014 being addressed (see CRR2)	Nick Sherlock, Head of Adult Safeguarding
Interim operational process developed relating to functions that cannot be delegated pending independent legal advice	Nick Sherlock, Head of Adult Safeguarding
Deep dive review of implications of the Care Act 2014 undertaken by LGA	Andrew Ireland, Corporate Director, SCHWB
Effective communication of accurate information in relation to Universal Deferred Payments	Michelle Vickery, Assessment & Income Client Services Manager
Communications to inform public, service staff and providers on forthcoming changes to the Care Act developed	Andrew Bose, Communications Account Manager, Social Care

Action Title	**Action Owner**	**Planned Completion Date**
Programme Plan in place including a number of projects:		

IT and information systems – to provide effective and timely changes to IT and finance systems to include: • Ensure changes required for April 2016 including implementation of Care Accounts	Linda Harris, ICT Applications Team Manager	September 2015 (review)
Phase 2 Workforce Development Planning to commence March/April 2015	Andrea Cahill, Professional Development Advisor, Social Care	November 2015
Prepare for implications of increase in residential means test threshold.	Michelle Vickery, Assessment & Income Client Services Manager	December 2015

Risk ID	CRR 20	Risk Title	Banking Reform Act		
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
Bail in risk stemming from the enactment of the following legislation: - Banking Reform Act 2013 - Bank Recovery and Resolution Directive 2015 - Deposit Guarantee Scheme Directive 2015 Unsecured investments in a bank that fails are not protected. KCC may make unsecured deposits with various banks in accordance with its Treasury Strategy	KCC making an unsecured deposit is a financial risk. The Council losing a significant proportion of its unsecured deposits in the event of a bank failing is both a financial risk and reputational risk.	The immediate consequence for KCC of a bank failing could be illiquidity and KCC perhaps unable to pay its bills. It could borrow short term to cover its liquidity requirements but would be subject to interest rate exposure. This is a financing risk. The Council in due course could suffer a significant financial loss and possible reduction in its reserves. Potential impact on service delivery. Reputational damage.	Andy Wood, Corporate Director Finance & Procurement **Responsible Cabinet Member(s):** John Simmonds, Finance & Procurement	Unlikely (2) **Target Residual Likelihood** Unlikely (2)	Serious (4) **Target Residual Impact** Moderate (2)

Control Title	Control Owner
KCC receives expert advice from Arlingclose about banks' stability and viability and they will advise accordingly. The Council also takes account of credit ratings and other risk metrics.	Alison Mings, Treasury & Investments Manager
The Treasury Management Strategy provides for diversification into tradable assets, many of which are secured and therefore not subject to bail in, which may be sold to realise cash. The TMS also sets limits for unsecured deposits with a single bank, as well as group, sector and country limits.	Alison Mings, Treasury & Investments Manager
KCC has a Treasury Management Advisory Group to oversee the Treasury Strategy. The issue of	Nick Vickers, Head of

Bail in has been on the agenda and plans agreed to mitigate the risks	Financial Services
The Treasury Strategy has been revised to limit the exposure to the Council	Nick Vickers, Head of Financial Services
Monthly forecasting against budgets	Nick Vickers, Head of Financial Services
Six monthly progress reports against budgeted savings presented to Governance & Audit Committee	Nick Vickers, Head of Financial Services

Action Title	**Action Owner**	**Planned Completion Date**
Implementation of the revised Treasury Strategy	Nick Vickers, Head of Financial Services	March 2016

Risk ID	CRR21	Risk Title	Delivery of 2015/16 savings		
Source / Cause of Risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The ongoing difficult economic climate has led to significant reductions in funding to the public sector and Local Government in particular. KCC has already made significant cost savings and still needs to make ongoing year-on-year savings in order to "balance its books."	The required savings from key programmes or efficiency initiatives are not achieved.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent Potential adverse impact on whole-council transformation plans. Reputational damage to the council.	On behalf of CMT: Andy Wood, Corporate Director Finance & Procurement **Responsible Cabinet Member(s):** John Simmonds, Finance & Procurement	Possible (3) **Target Residual Likelihood** Very unlikely (1)	Serious (4) **Target Residual Impact** Moderate (2)

Control Title	Control Owner
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process	Andy Wood, Corporate Director Finance & Procurement
Process for monitoring delivery of savings is in place, including a Budget Programme Board to scrutinise progress.	Andy Wood, Corporate Director Finance & Procurement
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole	Andy Wood, Corporate Director Finance & Procurement
Corporate Assurance Office in place providing independent assurance of significant transformational programme and project management across KCC to ensure appropriate benefits realisation,	Elizabeth Sanderson, Corporate Assurance

including delivery of savings. Reports to Corporate Board and Budget Programme Board as appropriate.	Manager
Procedures for appropriate consultation in place (including Equality Impact Assessments) when decisions relating to changes in services are being considered	Diane Trollope, Head of Engagement & Consultation/Akua Agyepong, Corporate Lead, Equality & Diversity
Arrangements for localisation of council tax agreed with District Councils (cross reference to Risk 12 Welfare Reform)	Dave Shipton, Head of Financial Strategy
Savings PIDS are used to ensure personal accountability for delivery of savings	Andy Wood, Corporate Director Finance & Procurement
Controls and mechanisms remain robust	Andy Wood, Corporate Director Finance & Procurement
Outline savings plans received for all significant budget savings	Corporate Directors and Director Group
Six monthly update reports on progress against budgeted savings presented to Governance & Audit Committee	Corporate Directors and Director Group

Action Title	**Action Owner**	**Planned Completion Date**
NB: Risk to be managed down to target residual level via existing controls outlined above		

By:	Philip Segurola, Director of Specialist Children's Services
To:	Governance and Audit Committee
Subject:	Action plans arising from Internal Audit of the Fostering Service
Classification:	Unrestricted

1. Summary

This report presents the action plan completed in response to the recent review of the Fostering Service in Kent carried out by Internal Audit. There were nine recommendations arising, each of which is now subject to specific actions as part of a broader service development plan. A bespoke performance scorecard for the fostering service was introduced in April of this year which tracks compliance with all regulatory requirements arising from National Minimum Standards for Fostering Services.

2. Recommendations

Members are asked to note the action plan and development work being undertaken within Kent's Fostering Service.

3. Contact lead officer

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6. Background Documents

Appendix 1- Management Action Plan from the Foster Care Internal Audit Report

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Management Action Plan from the In-House Foster Care (RB19 2015) internal audit report dated June 2015

Risk Areas identified by Internal Audit

1. Risk Register. There is no risk register for the Fostering Service. Interviews with managers identified risks that were not recorded on the SCS risk register such as foster carer retention, placement sufficiency and failure to meet statutory requirements. There are other risks that we identified during the course of the audit such as failure to maintain DBS checks and inappropriate payments that equally were not recorded.				
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	Risks identified by the Internal Audit team included the risk that not enough Kent foster placements would be in place to meet identified demand for foster care from the children in care population. This is a risk recognized at length in Kent's Sufficiency Strategy, a statutory document that forms part of our Annex A Ofsted required information at the point of inspection. This risk is also a national risk not specific to Kent, and in fact, Kent has above average proportions of its child in care population placed with in house foster carers. Specialist Children's Services consider that the risks identified and addressed through the audit are addressed.			Work has been done to maintain an effective strategy to ensure sufficient foster carers are responsive to current and predicted future demands on the service. The Newton Europe Transformation has ben very successful in the West and is rolling out across the other areas. Well above target (86%) of in-house placements achieved in June 2015. Risks to Fostering and other services are regularly discussed at Directorate and Divisional Risk meetings, and documented in Business Plans.
2. Data Quality and Record Keeping. Inconsistencies with record keeping and data quality were noted throughout the audit.				
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	The service accepts that current information on some files requires improvement, but this is in part due to having recorded information across 3 systems until very recently. These systems include Liberi, the children's social care electronic recording system which the fostering service has only recently started using, paper files and the G Drive. Liberi	Geoff Gurney, Interim Assistant Director for Corporate Parenting	June 2015	We have developed an online tool for auditing Foster Carer cases. And this will be implemented during July 2015. Anything that can be should be put on Liberi,

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	has historically not been able to store scanned documents but is now able to do so, eliminating the need for any other recording systems and leading to improved data quality and record keeping.			and this is being monitored.
3.	**Training. Although there is a programme of core training, there is no central monitoring in place to record completion of this. Training should be assessed as part of the carer's Annual Review, and the majority of reviews sampled stated this had been done. There is a risk to the safety and well-being of the child if carers do not receive appropriate training. There is also a risk of non-compliance with the Fostering Service (England) Regulations and the National Minimum Standards.**			
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	Records of training attendance by foster carers have historically been kept on their own files although each area has used spreadsheets to understand training attendance for their own carers. As stated above training records are now kept on Liberi which facilitates analysis of training uptake. Undertaking a training needs analysis for foster carers and redesigning the training programme accordingly is a priority for 2015.	Geoff Gurney, Interim Assistant Director for Corporate Parenting	30th June 2015	We have implemented a system of central management oversight to ensure that this is captured and reviewed robustly. We will ensure that where appropriate both carers undertake training and that the Quality Assurance function of the Fostering Panel is more rigorously applied.
4.	**Regulatory and practice compliance. There is a risk of lack of compliance with the Fostering Service (England) Regulations and the National Minimum Standards. There is the risk of a less favourable Ofsted report if these requirements cannot be demonstrated as met. Inadequate support for carers may result in poor standards of care or disengagement. The Foster Carers category may no longer be suitable which could lead to inappropriate standards of care or in failure to maximum the use of resources.**			
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	The fieldwork was undertaken at a point when we were in the process of implementing the Fostering Improvement Plan.	Geoff Gurney, Interim Assistant Director for Corporate Parenting		We are currently developing an online tool for auditing Foster Carer cases and a revised performance management framework is now in place. There have been gaps in supervision, however this has been improving with the use of the tracking tools and is now monitored weekly. Our position as of

	It is acknowledged that there is insufficient feedback from children and their social workers incorporated into the Annual Review of carers. This is a priority for service development for 2015. Fostercarer agreements will be updated at annual reviews and resigned, although this is not a statutory requirement.		30th June 2015	February 2015 was that 6 weekly supervision was up to date in over 90% of cases. Supervision is now tracked using the weekly performance monitoring tool by managers, so there should not be any carers who are not receiving super vision. Participation Strategy signed off by the Divisional Managers Team (Assistant Directors and the Director of Specialist Children's Services) in May 2015, and presented to the Children in Care (District) Service Managers in June 2015.
5. Complaints and Allegations. There is no complete central record held of complaints and allegations received, either within the Fostering Service or by the SCS Complaints team. There is a risk of lack of compliance with the statutory requirements. There is also the risk that complaints and allegations may not be handled appropriately leading to safeguarding issues or carer disengagement. If central records are not maintained, emerging themes and trends may not be identified and therefore addressed and the Council may not be able to provide accurate records in the event of enquiry or statutory request for information.				
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	The information available is distributed across paper and electronic files. It is clear that recording practice has not been robust in the fostering teams and needs to improve. It does appear that discussions may have been had with the LADO in two out of the three cases, but that this was not recorded anywhere. This is both a recording and a practice problem as it suggests an insufficiently robust approach to addressing allegations alongside lack of recording activity. We will ensure that there is central management oversight of complaints and allegations.	Geoff Gurney, Interim Assistant Director for Corporate Parenting	30th June 2015	The procedures for what to do when an allegation is made against a carer has been updated and is available in Kent's Policy pages, and the LADO team have agreed to attend fostering team meetings to reinforce the requirements of the police which is in line with national minimum standards to refer all allegations made against foster carers to a LADO, and to ensure that copes of the subsequent investigation activity is kept on the carer's file.

	6. DBS Checks – Other members of the household. We could not confirm that there is a robust systematic approach to monitoring, and ensuring completion of, the DBS checks of members of the foster care household who are not main or joint carers. Children may have regular contact with adults who present a risk to their safety.			
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	This may have been the case at the time of the audit work, but is no longer the case. DBS checks for main and link foster carers, and associated adults, are monitored weekly through a tracker on the SCS performance management data site and available to all teams. We will reinforce the performance framework to ensure that DBS clearances are current.	Geoff Gurney, Interim Assistant Director	30th June 2015	All managers are using this tracker to ensure DBS compliance.
	7. Expenses. The rates for mileage and day care were last reviewed in 2009. There is no policy or guidance in place for either staff or carers detailing the expenses that may be claimed, such as journeys, day care or payment in lieu of annual leave. There is also no guidance setting out the expenses that the maintenance grant is expected to cover. The scheme of allowances is costly or inconsistent leading to payments made that do not represent best value for the Council and a failure to meet savings targets. There is also the risk that carers are not treated equally leading to dissatisfaction and disengagement.			
	Comments and Management Action Required	**Delivery Lead**	**When to be completed by**	**Progress to date**
	It is accepted that the scheme of expenses has not recently been reviewed, and this will be a priority for the Fostering Service to review in 2015. There is guidance.	Geoff Gurney, Interim Assistant Director	July 2015	Changing the way we pay foster carers has being discussed in consultation with Fostering service managers and with the Kent Foster Carers Association as part of the Transformation (External Spend) programme and as a consequence of a change of payment system, but there are no plans to change the maintenance and reward structure at present. Inconsistencies and some unfairmess in the way we pay mileage and some other incidental expenses will be further investigated.

8.	**Policies and Procedures. The Service could not provide evidence that the Statement of Purpose (policy) had been signed off by an appropriate Member. The National Minimum Standards require the Council to give contact details for the Independent Reviewing Officer in the Children's Guide however although the Children's Guide states that the IRO may be contacted, it does not give relevant details. Policy may not align to strategy. There is a risk to the safety of children placed with foster carers if carers are not clear about the acceptable measures of restraint that may or may not be used, or if children are unclear how to raise concerns. The Council may not be compliant with relevant legislation.**			
	We will ensure the Cabinet Member signs off the current Statement of Purpose. We will ensure contact details for the Independent Reviewing Officers are in the Children's Guide.	Geoff Gurney, Interim Assistant Director	30th June 2015	Both the Statement of Purpose and the Children's Guide have been re-written following the recent LILAC team assessment and recommendations. Sign off and publication are pending.

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