



Summons to and
Agenda for the Annual
Meeting on
**Thursday, 25th May,
2017**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 17 May 2017

To: All Members of the County Council

Please attend the Annual Meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

Voting at County Council Meetings

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

20 seconds are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

A G E N D A

1. Election of Chairman
2. Election of Vice-Chairman
3. Apologies for Absence
4. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
5. Minutes of the meeting held on 16 March 2017 and, if in order, to **(Pages 5 - 14)** be approved as a correct record

6. The Returning Officer to submit the returns of persons elected to be County Councillors until 2021 **(Pages 15 - 22)**
7. Chairman's Announcements
8. Election of Leader
9. Appointment of Leader of the Opposition
10. Questions
11. Report by Leader of the Council (Oral)
12. Revised Budget 2017-18 and Medium Term Financial Plan 2017-20 (report to follow)
13. Members' Allowances Scheme for the Four Year Period 8 May 2017 to May 2021 (report to follow)
14. Proportionality and Appointment to Committees and other bodies (report to follow)
15. Proposed changes to Financial Regulations **(Pages 23 - 64)**



John Lynch,
Head of Democratic Services
03000 410466

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 16 March 2017.

PRESENT:

Mr T Gates (Chairman)
Mr D L Brazier (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M Baldock, Mr M A C Balfour, Mr H Birkby, Mr N J Bond, Mr A H T Bowles, Mrs P Brivio, Mr L Burgess, Mr C W Caller, Miss S J Carey, Mr P B Carter, CBE, Mr N J D Chard, Mr I S Chittenden, Mr B E Clark, Mrs P T Cole, Mr G Cooke, Mr G Cowan, Mrs M E Crabtree, Mr A D Crowther, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mr J A Davies, Mrs T Dean, MBE, Dr M R Eddy, Mr J Elenor, Mrs M Elenor, Mr G K Gibbens, Mr R W Gough, Mr P M Harman, Ms A Harrison, Mr M J Harrison, Mr M Heale, Mr P M Hill, OBE, Mr C P D Hoare, Mr S Holden, Mr P J Homewood, Mr E E C Hotson, Mr M J Horwood, Mr A J King, MBE, Mr J A Kite, MBE, Mr S J G Koowaree, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr G Lymer, Mr B E MacDowall, Mr T A Maddison, Mr S C Manion, Mr R A Marsh, Ms D Marsh, Mr F McKenna, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr C R Pearman, Mr L B Ridings, MBE, Mrs E D Rowbotham, Mr J E Scholes, Mr W Scobie, Mr T L Shonk, Mr C Simkins, Mr J D Simmonds, MBE, Mr C P Smith, Mr D Smyth, Mrs P A V Stockell, Mr B J Sweetland, Mr N S Thandi, Mr R Truelove, Mrs C J Waters, Mr J N Wedgbury, Mrs J Whittle, Mr M E Whybrow, Mr M A Wickham and Mrs Z Wiltshire

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr B Watts (General Counsel) and Mr J Lynch (Head of Democratic Services)

UNRESTRICTED ITEMS

59. Apologies for Absence

The General Counsel reported apologies from Mr Bird, Mrs Howes, Mrs Hohler, Mr Parry, Mr Terry and Mr Vye.

60. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda

Item 7 – The Sustainability and Transformation Plan for Kent and Medway

(1) The Chairman stated that Members who were non-executive directors of NHS trusts could declare this interest and were able to take part in agenda item 7.

(2) Mr King declared an interest in item 7 as a non-executive director of the Maidstone and Tunbridge Wells NHS Trust.

(3) Mr Chard declared an Other Significant Interest in item 7 as a Director of Engage in Kent who had delivered the Healthwatch programme.

Item 9 – Local Government Pension Scheme Pooling and Item 11 – Pay Policy Statement 2017

(4) Mr Hotson and Mrs Stockell declared Other Significant Interests in item 9 as they were in receipt of KCC Pensions.

(5) Mr Caller declared an Other Significant Interest in items 9 and 11 on the agenda as his son was a KCC employee.

(6) Mr Maddison declared an Other Significant Interest in items 9 and 11 on the agenda as his son was a KCC employee

(7) Mrs Brivio declared an Other Significant Interest in items 9 and 11 on the agenda as her son was a KCC employee and she was in receipt of a KCC Pension.

(8) Mrs Whittle declared an Other Significant Interest in items 9 and 11 on the agenda as her husband was a KCC employee.

61. Minutes of the meetings held on 26 January and 9 February 2017 and, if in order, to be approved as a correct record

RESOLVED that the minutes of the meetings held on 26 January and 9 February 2017 be approved as a correct record, subject to the amendment of typographical errors.

62. Chairman's Announcements

(a) Kent Invicta Award

(1) The Chairman stated that it was his intention to present the Kent Invicta Award to Mr Emson immediately prior to lunch and therefore it might be necessary to amend the order of business.

(b) La Légion d'honneur

(2) The Chairman had on behalf of all Members congratulated the seven Kent service men and women who were presented with La Légion d'honneur for their part in military operations for the liberation of France between 1944 and 1945. Recipients included a former sister with the Imperial Military Nursing Service, a Lancaster navigator, a naval gunner and a platoon sergeant with the Royal Army Service Corps. The presentations had taken place at the Battle of Britain Memorial near Folkestone on 24 February 2017.

(3) The Chairman thanked those that had been honoured and all those who fought for their country.

(c) FareShare Kent

(4) The Chairman expressed gratitude and appreciation, on behalf of Craig Brown of FareShare Kent, to Members for all their support since FareShare's launch in July 2014. Member's community grants had generously provided some of the foundation needed to establish this fantastic operation. Last year alone, FareShare had redistributed 325 tonnes of surplus food to frontline charities across Kent. This equated to over 700,000 meals.

63. Questions

In accordance with Procedure Rule 1.17(4), 13 questions were asked and replies given. A record of all questions put and answers given at the meeting were available [online](#) with the papers for this meeting.

64. Report by Leader of the Council (Oral)

(1) The Leader updated the Council on events since the previous meeting.

(2) Mr Carter welcomed the Chancellor of the Exchequers recent announcement of an additional £2 billion for social care across the Country. Kent County Council had received the second largest allocation of £18 million phased over 3 years and guidance was awaited regarding the use of this money. He identified areas in which this money should be invested including increasing capacity and strengthening the care market and delivering support to reduce pressure on hospitals in relation to admissions and discharges. He stated that the Cabinet Member and senior officers would be meeting with care providers across the County to discuss capacity, costs and the recruitment and retention of employees in care provision across the County. He made reference to the role of the enablement service in supporting the timely discharge of patients from hospital.

(3) Mr Carter referred to the Chancellors decision regarding not making changes to National Insurance contributions for the self-employed.

(4) Mr Carter highlighted the "Made in Kent" campaign to encourage businesses to offer more apprenticeships on the basis that training grants for new trainees had removed the age barrier and with the aim of doubling the number of young apprentices. He stated that currently there were 1,000 young people looking for apprenticeships starting in the new academic year.

(5) Mr Carter mentioned the "Keep Kent Clean" campaign and the co-ordination of the efforts of District/ Borough Councils, Town/Parish Councils and Highways England and expressed his thanks to those partners.

(6) Mr Carter referred to the extra half a million pounds for pothole repairs and stated that "Find and Fix" would be launched shortly.

(7) In conclusion Mr Carter referred to current Ofsted inspection of children's services and expressed the hope that the report would reflect the effort and hard work of staff over the past 7 years to achieve improvements in the service.

(8) Mr Latchford, the Leader of the Opposition, welcomed the increase in government grant for care of the elderly. In relation to delayed discharges from hospital he expressed the view that this was a Central Government responsibility. A strategic approach was needed to address the issue of long term sustainable funding which had been acknowledged by the Chancellor. He referred the Cabinet Member to the successful scheme that had been introduced in Mansfield and Ashfield.

(9) Mr Latchford referred to the new apprenticeship scheme and expressed the hope that this would lead to job creation and learning skills for the future without further cost and pressure on employers.

(10) Mr Latchford welcomed the opportunity that the current Ofsted inspection of Children's Services provided to showcase the hard work of officers and the Select Committee on Corporate Parenting chaired by Mrs Wiltshire.

(11) Mr Latchford mentioned the reference made by Mr Carter to potholes, and sought an assurance about the quality of repairs.

(12) In conclusion Mr Latchford paid tribute to officers for their dedication, commitment and support of Kent in general and to his group in particular who for the first time in 2013 were the opposition group.

(13) Mr Cowan, Leader of the Labour Group, congratulated the Chairman on the impartial and fair way in which he had Chaired meetings of the County Council.

(14) In relation to the issue of delayed discharges, Mr Cowan agreed that this was a Central Government rather than a Local Government issue. He welcomed the additional government funding for social care but expressed the view that this would not address the shortfall as demographic pressures on the social care system were rapidly increasing. This issue needed to be addressed by a properly funded strategic plan. Mr Cowan referred to the funding inequality between urban metropolitan boroughs and shire counties.

(15) Regarding the apprenticeship levy Mr Cowan emphasised the importance of meeting the governments targets to support economic growth and close the skills gap that the UK had with countries like Germany. He highlighted the particular need for apprenticeships in Thanet and Swale to address the skills gap in those areas.

(16) Mrs Dean, Leader of the Liberal Democrat Group, also welcomed the additional funding for social care but was disappointed that there had been so little time for implementation. She was pleased that some of this funding would be used to improve the salary of social workers, who carried out a demanding job requiring excellent skills.

(17) In terms of apprenticeships, Mrs Dean stated that she was pleased with the progress of the scheme but questioned whether the wage level for an apprentice was high enough to attract candidates. She also referred to the skills and productivity gap between the UK and other countries and question whether, unless the wage levels of apprenticeships were higher, it would address these issues.

(18) Mrs Dean commended the “Keep Kent Clean” campaign and referred to its success in encouraging the public to support local litter clearance events. She mentioned the need to encourage the Highways Agency to clean up motorway slip roads onto truck roads in the County.

(19) Mr Whybrow, Leader of the Independents Group, thanked the Chairman for the good humoured and fair way that he had presided over the Chamber.

(20) Mr Whybrow referred to the vagaries of central government funding for local government. Whilst welcoming the additional funding for social care he expressed the view that it would have been helpful if this area had been properly funded initially rather than the Government responding to the crisis. He hoped that the awaited guidance would not be too prescriptive. Overall he stated that the Council had done a good job with reducing resources.

(21) In replying to the other Leaders’ comments, Mr Carter referred to the additional money to help and support the most vulnerable which would be available from 1 April 2017. Mr Carter acknowledged the need to find a long term sustainable solution to fund social care services and referred to the Dutch system.

(22) Mr Carter responded to concerns regarding quality control of pothole repairs especially the challenges of carrying out temporary repairs during the winter and explained the quality control that was in place.

(23) Mr Carter referred to comments made on the apprenticeship programme and expressed the view that there should be more higher level apprenticeships such as those in KCC legal and financial services.

(24) In conclusion Mr Carter endorsed what the other leaders had said about Members standing down at the coming election and referred to the hundreds of years of experience that would be leaving the Chamber. He referred to the challenges of the past four years and commended the responsible way in which the Opposition had worked with the Administration to achieve efficiencies to support and improve services. He referred to the way in which Members had collectively contributed to the running of the authority to improve the quality of life for all Kent residents.

65. The Sustainability and Transformation Plan (STP) for Kent and Medway

(1) Mr Carter moved and Mr Gough seconded the following motion:

“The County Council is asked to endorse the approach being taken towards the development of the Kent and Medway Sustainability and Transformation Plan.”

(2) Following the debate the Chairman put the motion as set out in paragraph (1) to the vote and the voting was as follows:

For (40)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr D Brazier, Miss S Carey, Mr P Carter, Mr N Chard, Mrs P Cole, Mr G Cooke, Mrs M Crabtree, Mr A Crowther, Mrs V Dagger, Mr M Dance, Mr J Davies, Mr T Gates, Mr R Gough, Mr M Hill, Mr S Holden, Mr P

Homewood, Mr E Hotson, Mr M Horwood, Mr A King, Mr J Kite, Mr R Long, Mr G Lymer, Mr S Manion, Mrs D Marsh, Mr P Oakford, Mr J Ozog, Mr C Pearman, Mr L Ridings, Mr J Scholes, Mr C Simkins, Mr C Smith, Mrs P Stockell, Mr B Sweetland, Mrs C Waters, Mr J Wedgbury, Mrs J Whittle, Mr A Wickham

Against (35)

Mr M Baldock, Mr H Birkby, Mr N Bond, Mr A Bowles, Mrs P Brivio, Mr L Burgess, Mr C Caller, Mr I Chittenden, Mr B Clark, Mr G Cowan, Mr D Daley, Mrs T Dean, Dr M Eddy, Mr J Elenor, Mrs M Elenor, Mr G Gibbens, Mr P Harman, Ms A Harrison, Mr M Harrison, Mr M Heale, Mr C Hoare, Mr G Koowaree, Mr R Latchford, Mr T Maddison, Mr F McKenna, Mr B MacDowall, Mr A Marsh, Mr M Northey, Mrs E Rowbotham, Mr W Scobie, Mr T Shonk, Mr D Smyth, Mr N Thandi, Mr R Truelove, Mr M Whybrow

Abstain (2)

Mr J Simmonds, Mrs Z Wiltshire

Motion carried

(3) RESOLVED that the approach being taken towards the development of the Kent and Medway Sustainability and Transformation Plan be endorsed.

66. Select Committee: Bus Transport

(1) Mr Balfour moved and Mr Pearman seconded the following motion:

“The Select Committee be thanked for its work and for producing a relevant and balanced document.

The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.

County Council’s comments be noted and the report be submitted to an appropriate meeting for further discussion.”

(2) Following the debate the motion as set out in paragraph (1) was agreed without a formal vote.

(3) RESOLVED that the Select Committee be thanked for its work and for producing a relevant and balanced document; the witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked; the County Council’s comments be noted and the report be submitted to an appropriate meeting for further discussion.

67. Presentation of Kent Invicta Award to Mr Clive Emson

(1) The Chairman welcomed Mr Emson to the meeting to receive the Kent Invicta Award for 2017. The Kent Invicta Award recognised residents of Kent who had achieved excellence in their chosen field or who had provided exceptional service to the County. The Chairman outlined the many contributions made to Kent by Mr Emson.

(2) The Chairman stated that he was delighted that the Group Leaders had agreed unanimously that the Award should be presented to Mr Emson and it gave him great pleasure, on behalf of all KCC Members, to present him with the award and cheques for a total of £5,000 for his chosen charities, the Young Lives Foundation, Kent Community Foundation and Maidstone Town Centre Youth Café.

(3) Mr Carter congratulated Mr Emson on his award and outlined the contribution he had made in particular to the lives of young people in Kent. In accepting this award, Mr Emson responded and expressed his thanks to Members.

68. Local Government Pension Scheme Pooling

(1) Mr Scholes moved and Mr Daley seconded the following motion:

“Council is asked to agree:

- a) That authority is delegated to the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee to agree the approach to pooling that County Council will take, based upon the Government’s responses to the two options put forward by the ACCESS Pool and the views of the local authorities that make up the ACCESS Pool.
- b) the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee agrees to adopt pooling based on the use of a Collective Investment Vehicle (CIV) Operator, then authority is delegated to the Corporate Director Finance and Procurement in consultation with the Chairman of the Superannuation Fund Committee, to finalise and agree the terms of an Inter-Authority Agreement (IAA) to implement this model, and the Council resolves to delegate the functions to the Joint Committee as specified in Appendix 2 with effect from the date of execution of the IAA;
- c) If the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee agrees to adopt pooling based on Collaborative Joint Procurement, then authority is delegated to the Corporate Director Finance and Procurement in consultation with the Chairman of the Superannuation Fund Committee to finalise and agree the terms of an IAA to implement this model and the Council resolves to delegate the functions to the Joint Committee as specified in Appendix 3 with effect from the date of execution of the IAA; and
- d) That authority is delegated to the General Counsel to make consequential amendments to the County Council’s Constitution to reflect the agreed approach to pooling and the creation of the Joint Governance Committee. Any amendments to the Constitution will be reported to a future meeting of the County Council.”

(2) Following the debate the Chairman put the motion as set out in paragraph 1 to the vote and the voting was as follows:

For (59)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr N Bond, Mr D Brazier, Mr L Burgess, Miss S Carey, Mr P Carter, Mr N Chard, Mrs P Cole, Mr G Cooke, Mr G Cowan, Mrs M Crabtree, Mr A Crowther, Mrs V Dagger, Mr D Daley, Mr M Dance, Dr M Eddy, Mrs M Elenor, Mr T Gates, Mr G Gibbens, Mr R Gough, Mr P Harman, Ms A Harrison, Mr M Hill, Mr S Holden, Mr P Homewood, Mr E Hotson, Mr M Horwood, Mr A King, Mr J Kite, Mr G Koowaree, Mr R Latchford, Mr G Lymer, Mr B MacDowall, Mr T Maddison, Mr S Manion, Mr A Marsh, Mrs D Marsh, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr C Pearman, Mr L Ridings, Mrs E Rowbotham, Mr J Scholes, Mr T Shonk, Mr C Simkins, Mr J Simmonds, Mr C Smith, Mr D Smyth, Mrs P Stockell, Mr B Sweetland, Mr N Thandi, Mr R Truelove, Mrs C Waters, Mr M Whybrow, Mr A Wickham, Mrs Z Wiltshire

Against (1)

Mr C Hoare

Abstain (4)

Mrs P Brivio, Mr B Clark, Mrs T Dean, Mrs J Whittle

Motion carried

(3) RESOLVED that:

- a) authority be delegated to the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee, to agree the approach to pooling that the County Council will take, based upon the Government's responses to the two options put forward by the ACCESS Pool and the views of the local authorities that make up the ACCESS Pool.
- b) if the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee, agree to adopt pooling based on the use of a CIV Operator, then authority be delegated to the Corporate Director Finance and Procurement in consultation with the Chairman of the Superannuation Fund Committee, to finalise and agree the terms of an IAA to implement this model and the functions as specified in Appendix 2 of the report be delegated to the Joint Committee with effect from the date of execution of the IAA;
- c) if the Corporate Director Finance and Procurement, in consultation with the Chairman of the Superannuation Fund Committee agrees to adopt pooling based on Collaborative Joint Procurement, then authority be delegated to the Corporate Director Finance and Procurement in consultation with the Chairman of the Superannuation Fund Committee to finalise and agree the terms of an IAA to implement this model and the functions as specified in Appendix 3 of the report be delegated to the Joint Committee with effect from the date of execution of the IAA; and

- e) authority be delegated to the General Counsel to make consequential amendments to the County Council's Constitution to reflect the agreed approach to pooling and the creation of the Joint Governance Committee. Any amendments to the Constitution will be reported to a future meeting of the County Council.

69. Treasury Management 6 Month Review

- (1) Mr Simmonds moved and Mrs Crabtree seconded the following motion:

“Members are asked to consider and comment on the report.”

- (2) Following the debate the motion as set out in paragraph (1) was agreed without a formal vote.
- (3) RESOLVED that the report and comments be noted.

70. Pay Policy Statement 2017

- (1) Mr Cooke moved and Mr Carter seconded the following motion:

“County Council endorses the attached Pay Policy Statement.”

- (2) Following the debate the motion as set out in paragraph (1) was agreed without a formal vote.
- (3) RESOLVED that the Pay Policy Statement 2017 be endorsed.

71. Constitutional Amendments to reflect recent decisions of the County Council

- (1) Mr Cooke moved and Mr Carter seconded the following motion:

“That the County Council approve the changes to the Constitution as detailed in paragraph 3 of the report.”

- (2) The motion as set out in paragraph (1) was agreed without a formal vote.
- (3) RESOLVED that the changes to the Constitution as detailed in paragraph 3 of the report be approved.

72. Select Committee Topic Review Update - May 2013 - March 2017

- (1) Mr Cooke moved and Mr Gough seconded the following motion:

“The County Council is asked to note the report, celebrate the impact and added value that the outcomes of the Select Committee reports provide for Kent residents and agree that further monitoring of the recommendations from these Select Committees be carried out either on a six monthly or annual basis, as considered appropriate by the County Council.”

16 MARCH 2017

(2) Following the debate the motion as set out in paragraph (1) was agreed without a formal vote.

(3) RESOLVED that the report be noted, the impact and added value that the outcomes of the Select Committee reports provide for Kent residents be noted and agree that further monitoring of the recommendations from these Select Committees be carried out either on a six monthly or annual basis, as considered appropriate by the County Council.

COUNTY COUNCIL

ELECTION OF COUNTY COUNCILLORS

To the Head of Democratic Services of Kent County Council

I, BEN WATTS, County Returning Officer for the County of Kent, DO HEREBY RETURN the attached list of names as the persons being duly elected as County Councillors for the various Electoral Divisions at the election held on 4 May 2017.

Dated this 5th day of May 2017

Signed:

A handwritten signature in black ink, appearing to read 'B Watts', with a stylized flourish at the end.

COUNTY RETURNING OFFICER

Sessions House
County Hall
Maidstone
Kent ME14 1XQ

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Electing Your County Council
Return of Candidates Elected
Date of Election – 4 May 2017

ASHFORD			
Electoral Division	Candidate Elected		Description
Ashford Central	Bartlett	Paul	Conservative
Ashford East	Koowaree	George	Liberal Democrats
Ashford Rural East	Bell	Clair	Conservative
Ashford Rural South	Angell	Mike	Conservative
Ashford Rural West	Simkins	Charlie	Conservative
Ashford South	Farrell	Dara	Labour
Tenterden	Hill OBE	Mike	Conservative

CANTERBURY			
Electoral Division	Candidate Elected		Description
Canterbury City North	Gibbens	Graham	Conservative
Canterbury City South	Linfield	Ida	Liberal Democrats Focus Team
Canterbury North	Simmonds MBE	John	Conservative
Canterbury South	Northey	Michael	Conservative
Herne Bay East	Cook	Andrew	Conservative
Herne Village and Sturry	Marsh	Alan	Conservative
Whitstable East and Herne Bay West	Thomas	Ian	Conservative
Whitstable West	Dance	Mark	Conservative

Electing Your County Council

Return of Candidates Elected

Date of Election – 4 May 2017

DARTFORD			
Electoral Division	Candidate Elected		Description
Dartford East	Cole	Penny	Conservative
Dartford North East	Butler	Dave	Conservative
Dartford Rural	Kite MBE	Jeremy	Conservative
Dartford West	Ozog	Jan	Conservative
Swanscombe and Greenhithe	Harman	Peter	Swanscombe & Greenhithe Residents' Association
Wilmington	Allen MBE	Ann	Conservative

DOVER			
Electoral Division	Candidate Elected		Description
Deal and Walmer	Bond	Trevor	Conservative
Deal and Walmer	Murphy	Derek	Conservative
Dover North	Manion	Steve	Conservative
Dover Town	Beresford	Pauline	Conservative
Dover Town	Collor	Nigel	Conservative
Dover West	Lymer	Geoff	Conservative
Sandwich	Chandler	Sue	Conservative

GRAVESHAM			
Electoral Division	Candidate Elected		Description
Gravesend East	Marsh	Diane	Conservative
Gravesend East	Ridgers	Alan	Conservative
Gravesham Rural	Sweetland	Bryan	Conservative
Northfleet and Gravesend West	Dhesi	Tan	Labour
Northfleet and Gravesend West	Sullivan	Lauren	Labour

Electing Your County Council
Return of Candidates Elected
Date of Election – 4 May 2017

MAIDSTONE			
Electoral Division	Candidate Elected		Description
Maidstone Central	Bird	Rob	Liberal Democrats
Maidstone Central	Daley	Dan	Liberal Democrats
Maidstone North East	Chittenden	Ian	Liberal Democrats
Maidstone Rural East	Predergast	Shellina	Conservative
Maidstone Rural North	Carter	Paul	Conservative
Maidstone Rural South	Hotson	Eric	Conservative
Maidstone Rural West	Stockell	Paulina	Conservative
Maidstone South	Cooper	Paul	Conservative
Maidstone South East	Cooke	Gary	Conservative

SEVENOAKS			
Electoral Division	Candidate Elected		Description
Sevenoaks North and Darent Valley	Gough	Roger	Conservative
Sevenoaks Rural North East	Brazier	David	Conservative
Sevenoaks Rural South	Lake	Peter	Conservative
Sevenoaks Town	Crabtree	Peter	Conservative
Sevenoaks West	Chard	Nick	Conservative
Swanley	Horwood	Michael	Conservative

SHEPWAY			
Electoral Division	Candidate Elected		Description
Cheriton, Sandgate and Hythe East	Love	Rory	Conservative
Elham Valley	Carey	Susan	Conservative
Folkestone East	Pascoe	Dick	Conservative
Folkestone West	Monk	David	Conservative
Hythe West	Whybrow	Martin	Green Party
Romney Marsh	Hills	Tony	Conservative

Electing Your County Council
Return of Candidates Elected
Date of Election – 4 May 2017

SWALE			
Electoral Division	Candidate Elected		Description
Faversham	Hook	Antony	Liberal Democrats
Sheppey	Booth	Andy	Conservative
Sheppey	Pugh	Ken	Conservative
Sittingbourne North	Gent	Sue	Conservative
Sittingbourne South	Wright	John	Conservative
Swale East	Bowles	Andrew	Conservative
Swale West	Whiting	Mike	Conservative

THANET			
Electoral Division	Candidate Elected		Description
Birchington and Rural	Dawson	Emma	Conservative
Birchington and Rural	Gregory	Ken	Conservative
Broadstairs	Binks	Rosalind	Conservative
Cliftonville	Game	Lesley	Conservative
Margate	Lewis	Barry	Labour
Ramsgate	Constantine	Karen	Labour
Ramsgate	Messenger	Paul	Conservative

TONBRIDGE & MALLING			
Electoral Division	Candidate Elected		Description
Malling Cental	Dean	Trudy	Liberal Democrats
Malling North	Hohler	Sarah	Conservative
Malling North East	Homewood	Peter	Conservative
Malling Rural East	Balfour	Matthew	Conservative
Malling West	Rayner	Harry	Conservative
Tonbridge	Long TD	Richard	Conservative
Tonbridge	Payne	Michael	Conservative

Electing Your County Council
Return of Candidates Elected
Date of Election – 4 May 2017

TUNBRIDGE WELLS			
Electoral Division	Candidate Elected		Description
Cranbrook	Holden	Sean	Conservative
Tunbridge Wells East	Barrington-King	Paul	Conservative
Tunbridge Wells North	Oakford	Peter	Conservative
Tunbridge Wells Rural	Hamilton	Sarah	Conservative
Tunbridge Wells South	Rankin	Catherine	Conservative
Tunbridge Wells West	McInroy	James	Conservative

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By: John Simmonds, Cabinet Member for Finance and Procurement

Andy Wood, Corporate Director of Finance

To: County Council – 25 May 2017

Subject: Proposed changes to Financial Regulations

Classification: Unrestricted

Summary: This report asks Members to approve the updated Financial Regulations and the introduction of a Delegated Authority Matrix of Approval Limits, as an amendment to the Constitution.

1. Introduction

- 1.1 The Financial Regulations have been reviewed and updated. Whilst there has been no major re-write or change to the format of the regulations, amendments have been made to reflect changes in structures/working practices, to ensure our regulations reflect current best practice and strengthen areas where there were known gaps.
- 1.2 This review has been undertaken as part of a programme of work looking not only at the Financial Regulations but also a Delegated Authority Matrix of Approval Limits and Financial Procedures. The aim is to publish the whole suite of updated financial documentation on KNet with appropriate links between the documents as well as to other relevant procedures/publications, making it easily accessible to all staff.
- 1.3 The revised Financial Regulations and Delegated Authority Matrix of Approval Limits were agreed by the Governance & Audit Committee at their meeting on 11 April 2017 and now need to be approved by the County Council as an amendment to the Constitution.

2. Main Amendments

- 2.1 The process for conducting this review included:
 - Looking at the Constitution to ensure the regulations comply with the Constitution;
 - Addressing concerns/gaps raised by finance staff;
 - Ensuring other relevant procedures/publications are still relevant and available on KNet.

2.2 The main areas of change are:

- Updating the regulation relating to guidelines for budget preparation in respect of revenue budgeting;
- Revision to the regulation relating to capital budget monitoring;
- Updating the regulation relating to the security of assets;
- Amendment to the regulation relating to the timeframe within which undisputed invoices should be settled;

2.3 The revised Financial Regulations and Delegated Authority Matrix of Approval Limits are shown at Appendix 1.

3. **Recommendation**

Members are asked to:

3.1 Consider and approve the updated Financial Regulations and Delegated Authority Matrix of Approval Limits.

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KENT COUNTY COUNCIL

FINANCIAL REGULATIONS

Amended by the Council:

22 July 2010

23 May 2013

21 May 2015

19 May 2016

June 2016

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The Council's Financial Regulations set the control framework for five key areas of activity:

A. Financial Planning

Covers Performance Planning, Capital Strategy, Treasury Management Strategy, Pension Fund Investment and Administration Strategy, Revenue Strategy, Revenue Budgeting, Capital Programme and Budgeting, Reserves and Key Decisions.

Full Council is responsible for receiving the Medium Term Financial Plans and formally agreeing the annual budget, in line with statutory guidance.

The Corporate Directors are responsible for contributing to the development of these plans, while the Corporate Director of ~~Finance and Procurement~~ **Finance** is responsible for preparing and presenting them to the Cabinet for consideration.

B. Financial Management

Covers Revenue budget monitoring and control, Virement, Treatment of year-end balances, Capital Budget Monitoring, Accounting Policies, Accounting records and returns, Annual Statement of Accounts, Contingent Liabilities, Financial implications of Reports.

The Corporate Director of Finance ~~and Procurement~~ is responsible for developing, maintaining and monitoring compliance with an effective corporate financial framework. This will encompass detailed financial regulations, professional standards, key controls and good financial information.

The Corporate Directors will operate within this framework, alerting the Corporate Director of Finance ~~and Procurement~~ to any risk of non-compliance.

C. Risk Management and Control of Resources

Covers Risk Management and insurance, Internal Control, Audit requirements, Preventing fraud and corruption, Assets, Treasury Management, Investments and Borrowing, Trust funds and funds held for third parties, Banking, Imprest Accounts, Staffing Costs.

Cabinet and the Governance and Audit Committee are jointly responsible for agreeing the Council's risk management strategy, policy and supporting guidance and for reviewing the effectiveness of risk management within the Council.

The Corporate Director of Finance ~~and Procurement~~ is responsible for monitoring systems for risk management and systems of internal control. This will be monitored through an effective internal audit function.

The Corporate Directors are responsible for establishing sound arrangements within these systems and notifying the Corporate Director Strategic and Corporate Services of any suspected non-compliance.

D. Systems and Procedures

Covers general processes and procedures, Income, Ordering and Paying for Works, Goods and Services, Payments to employees and Members, Taxation, trading accounts/business units, Internal Recharges.

The Corporate Director of Finance ~~and Procurement~~ is responsible for the Council's accounting control systems, the financial accounts, supporting information and all financial processes or procedures.

The Corporate Directors are responsible for the proper operation of all systems, processes and procedures. All exceptions to the corporately agreed standards will be agreed with Corporate Director of Finance ~~and Procurement~~.

E. External Arrangements

Covers Partnerships, External Funding, Work for third parties, Local Authority Companies.

The Corporate Director of Finance ~~and Procurement~~ is responsible for promoting the same high standards of conduct in the financial management of partnerships and companies as within the Council.

The Corporate Directors are responsible for ensuring that the Council's interests are protected in such arrangements and that appropriate advice is taken at all stages.

OVERALL FINANCIAL RESPONSIBILITIES

Introduction

2.1 Financial management covers all financial accountabilities in relation to the running of the Council including the policy framework and budget. It is not possible to draft regulations or rules that cover every eventuality or circumstance. Consequently, the principles of sound financial management, proper exercise of responsibility, and accountability, as set out in Financial Regulations, should be applied in all circumstances, even where any particular circumstance is not specifically referred to.

2.2 **The full Council** is responsible for:

- i. setting the policy framework;
- ii. approving and monitoring compliance with the Council's overall framework of accountability and control as set out in the Constitution;
- iii. directly and through the Scrutiny Committee, for monitoring compliance with agreed policy, including revenue and capital budgets;
- iv. approving procedures for recording and reporting decisions taken. This includes key and other decisions taken or delegated by the Leader and those decisions taken by the Council and its Committees or delegated by them to officers. These delegations and details of who has responsibility for which decisions are set out in the Constitution;
- v. agreeing the annual budget and Council Tax;
- vi. determining and keeping under review how much money the Council can afford to borrow for capital expenditure;
- vii. approving the annual treasury management strategy;
- viii. setting and revising the prudential indicators for capital finance and borrowing;
- ix. approving the policy on Minimum Revenue Provision (MRP) as set out in the annual MRP statement;
- x. setting the limits for virement or other budget changes through the Financial Regulations and decision making procedure rules;
- xi. setting the limits defining key financial decisions;
- xii. determining any expenditure proposed by the Leader or the Cabinet that is outside the limits referred to in v above;
- xiii. Approving the Contracts and Tenders Standing Orders.

2.3 **The Leader** is responsible for:

- i. proposing the Medium Term Financial Plan, Budget, Council Tax and prudential indicators to the Council;
- ii. approving revenue, capital strategies;
- iii. determining which executive functions are exercised by him/herself, the Cabinet collectively, other individual members of the Cabinet or officers;
- iv. ensuring that all executive decisions are taken in accordance with the Council's agreed principles of decision making including due consultation and the taking of professional advice from officers.

2.4 **Individual Cabinet Members** are responsible, within their allocated responsibility area and approved budget for:

- i. taking decisions in accordance with the framework of responsibilities delegated to them from the Leader;
- ii. consulting with the Leader in relation to any proposed decisions as the Leader may direct;
- iii. complying with Financial Regulations in force as agreed by or on behalf of the County Council;
- iv. taking decisions which are otherwise delegated to officers but which are:
 - (a) not in accord with the Policy Framework or budget agreed by the Council or management and business plans within their portfolio;
 - (b) withdrawn from the delegation to Corporate Directors;
- v. taking account of legal and financial liabilities when taking decisions including due consultation with and the taking of advice from officers;
- vi. processing decisions in accordance with the decision making and reporting framework set out in the Constitution.

2.5 **The Scrutiny Committee Suite** is responsible for reviewing or scrutinising decisions made , or other action taken, in connection with the discharge of any executive or non-executive functions as defined in the Terms of Reference in Appendix 2 Part 2 of the Constitution. It is also responsible for co-ordinating the Council's Select Committee programme.

2.6 **The Governance and Audit Committee** is responsible for ensuring that:

- i. Risk Management and Internal Control systems are in place that are adequate for purpose and effectively and efficiently operated.
- ii. the Council's Corporate Governance framework meets recommended practice, is embedded across the whole Council and is operating throughout the year with no significant lapses.
- iii. the Council's Internal Audit function is independent of the activities it audits, is effective, has sufficient experience and expertise and the scope of work to be carried out is appropriate.
- iv. The appointment and remuneration of External Auditors is approved in accordance with relevant legislation and guidance, and the function is independent and objective.
- v. The External Audit process is effective, taking into account relevant professional and regulatory requirements, and is undertaken in liaison with Internal Audit.
- vi. The Council's financial statements (including the Pension Fund Accounts) comply with relevant legislation and guidance and the associated financial reporting processes are effective.
- vii. Any public statements in relation to the Council's financial performance are accurate and the financial judgements contained within those statements are sound.
- viii. Accounting policies are appropriately applied across the Council.
- ix. The Council has a robust counter-fraud culture backed by well designed and implemented controls and procedures which define the roles of management and Internal Audit.
- x. The Council monitors the implementation of the Bribery Act policy to ensure that it is followed at all times.

2.7 ~~The Director of Governance and Law~~ General Counsel, as the Monitoring Officer is responsible for:

- i. after consulting with the Head of Paid Service and the Corporate Director of Finance ~~and Procurement~~, reporting to the full Council (or to the Leader or Cabinet in relation to an executive function) if he/she considers that any proposal, decision or omission would give, is likely to give, or has given, rise to a contravention of any enactment or rule of law, or any maladministration or injustice. Such a report has the effect of stopping the proposal or decision being implemented until the report has been considered;
- ii. ensuring that records of executive decisions, including the reasons for those decisions and relevant officer reports and background papers, are made publicly available;
- iii. advising whether decisions of the executive are in accordance with the Budget and Policy Framework. Actions that may be 'contrary to the Budget' include:
 - initiating a new policy for which no budget exists;
 - committing expenditure in future years above the approved budgeted level;
 - Effecting intra- and inter-portfolio transfers above virement limits;
 - causing the total expenditure financed from council tax, grants and corporately held reserves to increase beyond that provided for in the approved budget;
- iv. providing advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members.

2.8 The Head of Paid Service is responsible for:

- i. overall corporate management and operational responsibility (including overall management responsibility for all staff);
- ii. the provision of professional advice to all parties in the decision making process (the executive, scrutiny, full council and other committees);
- iii. together with the Monitoring Officer, a system of record keeping for all the local authority's decisions (executive or otherwise);
- iv. reporting to the Council on the manner in which the discharge by the authority of its functions is co-ordinated;
- v. arrangements for internal control and the inclusion of the Annual Governance Statement in the annual accounts.

2.9 The Corporate Director of Finance and Procurement, as the Chief Financial Officer has statutory duties in relation to the financial administration and stewardship of the authority. These statutory responsibilities cannot be overridden. The statutory duties arise from:

- i. Section 151 of the Local Government Act 1972
- ii. Local Government Finance Acts 1988, 1992 and 2012
- iii. The Local Government and Housing Act 1989
- iv. The Local Government Acts 2000 and 2003
- v. The Accounts and Audit Regulations 2015
- vi. The Local Government Pension Scheme Regulations (Management and Investment of Funds) 2009
- vii. The Local Government Pension Scheme Regulations 2013

viii. The Local Authorities Goods and Services Acts 1970 and 1988.

2.10 The Corporate Director of Finance and Procurement is responsible for:

- i. after consulting with the Head of Paid Service and the Monitoring Officer, reporting to the full Council (or to the Leader or Cabinet in relation to an Executive function) and the Council's external auditor if he/she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully;
- ii. the proper administration of the financial affairs of the Council;
- iii. maintaining an adequate and effective system of internal audit;
- iv. contributing to the corporate management of the Council, in particular through the provision of professional financial advice;
- v. providing advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members and supporting and advising Members and officers in their respective roles;
- vi. providing financial information about the Council to Members, the media, members of the public and the community.

2.11 And in particular is responsible for:

- i. setting financial management standards, including financial procedures, and monitoring their compliance;
- ii. advising on the corporate financial position and on the key financial controls necessary to secure sound financial and risk management;
- iii. providing financial information to support the proper financial planning of the authority, to inform policy development, and to assist Members and officers in undertaking their financial responsibilities;
- iv. preparing the revenue budget, and reporting to the Council, when considering the budget and Council Tax, on the robustness of the estimates and the adequacy of reserves;
- v. monitoring income and expenditure against the budget and taking action if overspends of expenditure or shortfalls in income emerge;
- vi. preparing the capital programme and ensuring effective forward planning and sound financial management in its compilation;
- vii. producing prudential indicators, reporting them to the Leader and the Council for consideration and establishing procedures to monitor and report on performance in relation to these indicators;
- viii. treasury management, the management of the Council's banking arrangements and monitoring the Council's cash flow;
- ix. issuing advice and guidance to underpin the Financial Regulations that Members, officers and others acting on behalf of the Council are required to follow;
- x. ensuring that effective arrangements are in place for payments of creditors, income collection, administration of pensions, risk management and insurances and the production of financial management information;
- xi. ensuring that any partnership arrangements (or other innovative structures for service delivery) are underpinned by clear and well documented internal financial controls;
- xii. advising on anti-fraud and anti-corruption strategies and measures;

- xiii. contributing to cross-authority issues and to the development of the Council;
- xiv. ensuring that statutory and other accounts and associated claims and returns in respect of grants are prepared;
- xv. ensuring that due consideration is given to the Council's wellbeing, correct financial management and security of the Council's assets when establishing a company or partnership arrangement; **LINK**
- xvi. ensuring that the MRP calculation is prudent;
- xvii. taking ownership of the Council's corporate financial system;
- xviii. supporting the Superannuation Fund Committee in relation to the control and investment of the Kent Pension Fund. **LINK**

2.12 The, Corporate Director of Finance ~~and Procurement~~ in accordance with Section 114 of the 1988 Act will nominate a properly qualified member of staff to deputise for him / her as Chief Financial Officer should he/she be unable to personally perform the duties under Section 114.

2.13 **The Corporate Directors** are responsible for:

- i. ensuring that the Leader or relevant Cabinet Member is advised of the financial implications and other significant risks of all proposals for the changes in services or the development of new services and that the financial implications have been agreed by the Corporate Director of Finance ~~and Procurement~~;
- ii. the signing of contracts on behalf of the Council provided that the expenditure to be incurred has the necessary budgetary approval. Further guidance regarding persons authorised to sign contracts on behalf of the Council can be found in the relevant directorate's Scheme of Financial Delegation;
- iii. promoting the financial management standards set by the Corporate Director of Finance ~~and Procurement~~ in their Directorates and to monitor adherence to standards and practices, liaising as necessary with the Corporate Director of Finance ~~and Procurement~~;
- iv. promoting sound financial practices in relation to standards, performance and development of staff in their Directorates;
- v. consulting with the Corporate Director of Finance ~~and Procurement~~ and seeking his/her approval regarding any matters which are liable to affect the Council's finances materially, before any commitments are incurred;
- vi. ensuring that all staff in their Directorates are aware of the existence and content of the Council's Financial Regulations and any related procedures and other internal regulatory documents appertaining to or amplifying them and that they comply with them. They must also ensure that all of these documents are readily available for reference within their Directorates;
- vii. managing service delivery within the agreed revenue and capital budgets and other relevant strategies and plans;
- viii. developing performance, corporate and service targets and contributing to the Medium Term Financial Plan;
- ix. ensuring that budget estimates reflecting agreed service plans are prepared, and that these are prepared in line with issued guidance;
- x. ensuring that financial management arrangements and practice are agreed with the Corporate Director of Finance ~~and Procurement~~, are legal and consistent with best practice and Council policy;
- xi. consulting with the Corporate Director of Finance ~~and Procurement~~ on the financial implications of matters relating to policy development;

- xii. putting in place a scheme of financial delegation setting out arrangements for the discharge of the Head of Paid Services and Corporate Directors responsibilities contained within Financial Regulations;
- xiii. arrangements for internal control and for inclusion in the annual accounts of the statement of internal control;
- xiv. ensuring that the Bribery Act Policy is implemented, promoted and complied with.

Personal Responsibilities

- 2.14 Any person concerned with the use or care of the County Council's resources or assets should ensure they are fully conversant with the requirements of these Financial Regulations. All staff should notify their line manager immediately of any suspected fraud, theft, irregularity or improper use of or misappropriation of the authority's property or resources. Concerns may also be raised via the Whistleblowing Procedure. **LINK**
- 2.15 The Financial Regulations are a KCC policy and failure or refusal to follow the regulations along with the procedures/protocols identified in this document can be seen as misconduct as set out in the Blue Book.

FINANCIAL REGULATION A – FINANCIAL PLANNING

Introduction

- A.1 The full Council is responsible for agreeing the Budget, which will be proposed by the Leader. In terms of financial planning, the key elements are:
- i. the Medium Term Financial Plan
 - ii. A commissioning framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning
 - iii. ~~Supporting Independence & Opportunity: Corporate Outcomes Framework 2015-2019~~ Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015-2020
 - iv. Public Service Agreement
 - v. Annual Performance Plans
 - vi. the Revenue Strategy and Budget
 - vii. the Capital Strategy and Programme
 - viii. the Treasury Management Strategy
 - ix. the Risk Management Strategy

Medium term budget and financial strategy

- A.2 The Corporate Directors are responsible for ensuring that Revenue, Capital and Treasury strategies on a three year basis are prepared for consideration by the Cabinet and for ensuring that such strategies are consistent with other plans and strategies.
- A.3 The Leader will publish to all Council Members each year a review of the issues relating to the Medium Term Financial Plan.

Performance Planning

- A.4 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. advising and assisting Directorates in producing the financial information that needs to be included in performance plans in accordance with statutory requirements and agreed timetables;
 - ii. the production of corporate guidance on the development of unit cost indicators and cost effectiveness measures;
 - iii. contributing, in collaboration with the Corporate Directors, to the development of corporate and service targets and objectives and performance information;
 - iv. assisting in building priorities identified within performance plans into corporate and Directorate budgets to enable delivery.
- A.5 The Corporate Directors are responsible for:
- i. contributing to the development of performance plans in line with the Council's requirements;
 - ii. contributing to the development of corporate and service targets and objectives and performance information;

- iii. ensuring that Directorate service plans are clearly aligned with budgets, to enable the delivery of service priorities;
- iv. ensuring that targets identified within performance plans are built into local work programmes and targets for management and service delivery staff.

The Kent Pension Fund

- A.6 The Corporate Director of Finance ~~and Procurement~~ is responsible, in accordance with the Local Government Pension Scheme regulations, for ensuring the proper administration of the financial affairs of the Fund and:
 - i. having taken appropriate professional advice, for preparing and submitting to the Superannuation Fund Committee; regular reviews of investment strategy, monitoring of investment managers, arrangements for admitted employers and reporting on the pensions administration service;
 - ii. the preparation and publication of the Pension Fund's annual report and accounts.

Revenue budgeting

Budget format

- A.7 The general format of the Budget will be proposed to the Leader by Corporate Director of Finance ~~and Procurement~~. The draft Budget should include allocations to different services and projects, proposed sources of funding, proposed taxation levels and contingency funds.
- A.8 Guidelines on budget preparation are issued to Cabinet Members, Corporate Directors by the Leader on the recommendation of the Corporate Director of Finance ~~and Procurement~~. The guidelines will take account of:
 - i. legal requirements
 - ii. the Medium Term Financial Plan
 - iii. A commissioning framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning
 - iv. ~~Supporting Independence & Opportunity: Corporate Outcomes Framework 2015-2019~~ Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015-2020
 - v. Public Service Agreement
 - vi. available resources
 - vii. spending pressures
 - viii. relevant Government guidelines
 - ix. other internal policy documents
 - x. cross cutting issues (where relevant).

Budget preparation

- A.9 The Leader is responsible for developing and proposing to the County Council the general content of the revenue budget in consultation with the Corporate Director of Finance ~~and Procurement~~.

A.10 Budgets will be presented in both a Service Analysis and Directorate format. The Directorate format will align with the structure of the Council.

A.11 The Head of Paid Services and the Corporate Director of Finance ~~and Procurement~~ are responsible for ensuring that a revenue budget is prepared on an annual basis for consideration by the Leader and Cabinet before submission to the Full Council, in accordance with the Budget Procedure Rules, as set out in the Constitution.

A.12 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. ensuring that a process is in place to identify potential pressures on the budget;
- ii. reporting to the Full Council, when the Budget and Council Tax is considered, on the robustness of the estimates and the adequacy of reserves provided for.

A.13 The Corporate Director of Finance ~~and Procurement~~ is authorised to make any technical changes to the version of the budget approved by County Council e.g. to include the impact of late grant announcements, in consultation with the Leader and Cabinet Members providing these changes have no impact on the net budget requirement or council tax and do not materially alter the budget approved by County Council. The Corporate Director of Finance ~~and Procurement~~ will notify all members of any such changes included in the final published budget book.

A.14 The Corporate Directors are responsible for ensuring that budget estimates reflect agreed service plans, are submitted to the relevant Cabinet Member and the Leader and that these estimates are realistic and prepared in line with guidance issued by the Leader.

Resource allocation

A.15 The Leader in consultation with the Corporate Director of Finance ~~and Procurement~~ is responsible for developing and maintaining a resource allocation process that ensures due consideration of the Council's Policy Framework.

Budget Amendment

A.16 Approved revenue budgets may be amended during a financial year in accordance with the virement regulations in B6-B9.

A.17 The Corporate Directors may make changes to revenue budgets resulting from additional grant or other external income receivable during a financial year. Such changes must be notified to the Corporate Director of Finance ~~and Procurement~~.

A.18 The Corporate Directors may make technical adjustments to revenue budgets during a financial year resulting from changes to grant rules or realignment of resources to approved business plans. Such changes must be notified to the Corporate Director of Finance ~~and Procurement~~.

Capital Programme and capital budgeting

A.19 The Leader is responsible for developing and proposing the capital programme to the County Council in consultation with the Corporate Director of Finance ~~and Procurement~~.

- A.20 The Head of Paid Service and Corporate Director of Finance ~~and Procurement~~ are responsible for ensuring that a medium term capital programme and financing plan is prepared on an annual basis for consideration by the Leader before submission to the Full Council in accordance with the budget procedure rules as set out in the Constitution.
- A.21 The Corporate Director of Finance ~~and Procurement~~ is responsible for advising on prudential indicators required to be set in accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities and for ensuring that all matters required to be taken into account in setting prudential indicators are reported to the Leader and the Council.
- A.22 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. setting up procedures under which capital expenditure proposals are evaluated and appraised to ensure that value for money is being achieved, are consistent with service and asset management objectives and are achievable;
 - ii. setting up procedures for corporate monitoring of external sources of capital funding;
 - iii. ensuring that expenditure treated as capital expenditure by the County Council is in accordance with best accounting practice.
- A.23 The Corporate Directors are responsible for:
- i. ensuring that capital proposals reflect agreed service plans, are prepared in line with guidance issued, are realistic, that necessary business case development and option appraisals have been carried out and any risks identified. Any impact of capital expenditure proposals on service running costs must be identified and included in revenue budget estimates or forecasts;
 - ii. consulting with the Corporate Director of Finance ~~and Procurement~~ the relevant Cabinet Member and the ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~ where it is proposed to bid for funding from external sources to support capital expenditure;
 - iii. ensuring that the Capital Process and Procedures are followed. **LINK** This includes ensuring that projects only proceed when they have received the necessary Project Advisory Group (PAG) approval and confirmation that any external funding is secured. For schemes and headings where the total cost is estimated to be £1m or more, or the scheme is reliant on borrowing or capital receipt funding this consent must be obtained from the Leader following procedures issued by the Corporate Director of Finance ~~and Procurement~~. The Leader may take the decision himself/herself or specifically delegate the decision to Cabinet or the relevant Cabinet Member. For schemes where the total cost is estimated to be less than £1m, and require no capital receipt or borrowing, consent must be obtained from the relevant Cabinet Member.
 - iv. ensuring that any new capital expenditure proposals which would require an increment to the total three year capital programme in order to proceed, regardless of funding, are agreed with the Corporate Director of Finance ~~and Procurement~~ and are submitted to the Leader for consideration via the PAG process;
 - v. ensuring that, in addition to the PAG process, appropriate approval is sought where relevant from the Leader, the Cabinet or an authorised Cabinet Member in accordance with the Constitution.

By way of clarification, PAG is an advisory group that oversees the capital programme and keeps track of current spending and cash flows. PAG does not replace the process for obtaining formal authority for a project and this is still needed.

Before a project can proceed, formal authority needs to have been obtained either through an explicitly approved budget in the Budget Book or business plan or through an explicit approval obtained by following the decision making procedures set out in the Council's Constitution and the Code of Practice for Contracts and Tenders (as detailed in Spending the Council's Money). LINK This applies even if PAG has already approved the proposed spending on the project.

- vi. carrying out post completion evaluation of projects as required, in order to review performance in implementation of the project against budget and project plans and to evaluate performance of the project in the delivery of expected outcomes.

Maintenance of reserves & provisions

- | A.24 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
 - i. advising the Leader and the Council on prudent levels of reserves for the Authority when the annual budget is being considered having regard to assessment of the financial risks facing the Authority;
 - ii. ensuring that reserves are not only adequate but also necessary;
 - iii. ensuring that there are clear protocols for the establishment and use of each earmarked reserve. Reserves should not be held without a clear purpose or without a planned profile of spend and contributions, procedures for the reserves managements and control, and a process and timescale for review of the reserve to ensure continuing relevance and adequacy;
 - iv. ensuring that all renewals reserves are supported by a plan of budgeted contributions, based on an asset renewal plan that links to the fixed asset register;
 - v. ensuring that no money is transferred into reserves after 31st December each financial year without prior agreement.

- | A.25 The Corporate Director of Finance ~~and Procurement~~ is responsible for ensuring that provisions are set up for any liabilities of uncertain timing or amount that have been incurred and are required to be recognised when:
 - i. the Council has a present obligation (legal or constructive) as a result of a past event
 - ii. it is probable that a transfer of economic benefits will be required to settle the obligation, and
 - iii. a reliable estimate can be made of the amount of the obligation.
 - iv. If the Council does not yet have an obligation / or expects to have a future obligation as a result of something that has not yet happened, then either a reserve should be set up and the regulations in A.23 above apply or a contingent liability should be set up and the regulations in A.25 below apply.

A.26 The Corporate Director of Finance ~~and Procurement~~ is responsible for ensuring that contingent liabilities are noted in the accounts for probable liabilities where a reliable estimate cannot be made and are recognised when:

- i. the Council has a present obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- ii. the Council has a present obligation that arises from past events but is not recognised because:
 - a. it is not probable that a transfer of economic benefits will be required to settle the obligation, or
 - b. the amount of obligation cannot be measured with sufficient reliability.
- iii. If it becomes probable that a transfer of economic benefits will be required to settle the obligation then the regulations set out in A.24 will apply.

Key decisions

A.27 Cabinet Members are responsible, within their allocated responsibility area and approved budget, for taking decisions as agreed by the Leader of the County Council.

A.28 All decisions must be processed in accordance with the decision making and reporting framework set out in the Constitution and in taking decisions Cabinet Members must comply with the County Council's Financial Regulations.

FINANCIAL REGULATION B - FINANCIAL MANAGEMENT

Introduction

- B.1 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. ensuring that a prudential financial framework is in place and effective systems of financial administration are operating within the Council;
 - ii. maintaining and updating financial regulations and the management of a process for monitoring compliance with them;
 - iii. ensuring proper professional practices are adhered to and acting as head of profession in relation to the standards, performance and development of finance staff throughout the Council;
 - iv. advising on the key strategic controls necessary to secure sound financial management;
 - v. ensuring that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators;
 - vi. ensuring that Internal Audit carry out the necessary probity and system checks required to verify that proper Financial Management Standards are maintained.

Revenue Budget Monitoring and Control

- B.2 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. providing appropriate financial information to enable budgets to be monitored effectively;
 - ii. monitoring and controlling overall expenditure against budget allocations and publishing a report to the Cabinet on the overall position on a regular basis, drawing attention to overspends, shortfalls in income and underspends including reference to proposed action to deal with any problems.
- B.3 It is the responsibility of the Corporate Directors to:
- i. control income and expenditure within their area and to monitor performance, taking account of financial information and activity data relating to the services they provide;
 - ii. have a robust system in place for monitoring activity levels which drive major budget headings (over £10m);
 - iii. report to the Corporate Director of Finance ~~and Procurement~~ and to the relevant Cabinet Member on variances within their own areas;
 - iv. ensure that spending remains within the service's overall cash limit, by monitoring the budget headings and taking appropriate corrective action where variations from the approved budget are forecast, alerting the Corporate Director of Finance ~~and Procurement~~ and Cabinet Member to any problems;
 - v. ensure that an accountable budget manager is identified for each item of income and expenditure under the control of the Corporate Director. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making that commits expenditure;
 - vi. ensure that a monitoring process is in place to review performance levels/levels of service in conjunction with the budget and is operating effectively;

- vii. ensure prior approval by the Leader and the relevant Cabinet Member and notification to the Scrutiny Committee of new proposals, which fulfil one or more of the following criteria:
 - a. create financial commitments in future years in excess of existing budgets
 - b. change existing policies, initiate new policies or cease existing policies
 - c. materially extend or reduce the Council's services
 - d. exceed the limit defined by the Council as a key financial decision
 - e. exceed any limit set by the Leader as requiring reference to him or a Cabinet Member
 - f. any such proposals under this regulation shall not have approval to proceed until necessary financial provision is available within approved budgets
- viii. ensure compliance with the scheme of virement as set out in paragraph B6 below.

Financial Implications of Reports

- B.4 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
 - i. monitoring the quality of the financial implications information included in reports by the Corporate Directors;
 - ii. providing financial implications where there are corporate implications and especially when corporate resources (revenue or capital) are required.
- B.5 The Corporate Directors are responsible for:
 - i. ensuring that financial implications in either the current or future years are identified within Directorates for all relevant reports and that such financial implications are agreed by or on behalf of the nominated responsible professional finance officer (Section 151 Officer or Finance Business Partner)
 - ii. where reports impact on other Directorates or have implications for corporate resources, ensuring that the report includes the impacts or implications for all Directorates affected and that a copy of the report is submitted to the Corporate Director of Finance ~~and Procurement~~ or nominated representative for clearance;
 - iii. ensuring in all relevant circumstances, that financial implications referred to in reports are reflected in current budgetary provisions or the medium term financial plan.

Virement

- B.6 Transfers between revenue budget headings can take place as follows provided that they do not involve new policy or policy change and do not involve an increasing commitment in future years that cannot be contained within existing approved budget allocations. If these transfers do not change the purpose for which the funding was approved then these will be considered technical adjustments and not virements. If a change to the purpose of the funding is required so that funding will be used for a purpose different to that for which it was approved, then a virement is required. Once again this must not involve an increasing commitment in future years that cannot be contained within existing approved budgets. Virements must be approved as follows:

a. Virement within a Portfolio:

Less than £200,000	the Head of Paid Service or relevant Corporate Director in agreement with the appropriate Cabinet Member and the Corporate Director of Finance and Procurement .
From £200,000 up to (but not including) £1m	the relevant Cabinet Member in agreement with the Deputy Leader and Cabinet Member for Finance and Procurement , Corporate Director and Corporate Director of Finance and Procurement .
£1m and above	The Leader or Cabinet

b. Virement between portfolios:

Less than £200,000	the Head of Paid Service or relevant Corporate Directors in agreement with the appropriate Cabinet Members and the Corporate Director of Finance and Procurement .
From £200,000 up to (but not including) £1m	the relevant Cabinet Members in agreement with the Deputy Leader and Cabinet Member for Finance and Procurement , relevant Corporate Directors and Corporate Director of Finance and Procurement .
£1m and above	The Leader or Cabinet

B.7 Transfers involving a new policy or a change in an existing policy require prior approval by the Leader and Cabinet Member and notification to the Scrutiny Committee in accordance with regulation B3(vi) above.

B.8 For the purpose of the amounts referred to in regulation B6, where transfers are a single transaction they must be effected as such and must not be effected as two or more smaller transactions.

B.9 Virement limits are cumulative, therefore when transferring budget from a heading, all previous virements from this heading must be taken into account when deciding the level of approval required, ensuring the highest level of approval has been/ will be sought.

B.10 Where an approved budget is a lump sum budget or a contingency intended for allocation during the year, its allocation will not be treated as virement, provided that the amount has been used in accordance with the purposes for which it was established and the Corporate Director of Finance ~~and Procurement~~ has agreed the basis and the terms, including financial limits, on which it will be allocated.

B.11 The Corporate Director of Finance ~~and Procurement~~ is responsible for monitoring and recording virements agreed and reporting to the Cabinet on the impact on revenue budgets.

Treatment of year-end balances

B.12 Cabinet is responsible for agreeing the detail of any annual roll forward of under and overspending on budgets.

Capital Budget Monitoring

B.13 The Corporate Director of Finance ~~and Procurement~~ is responsible for preparing and submitting reports on the Council's projected capital expenditure and resources compared with the budget on a regular basis.

B.14 The Corporate Director of Finance ~~and Procurement~~ is responsible for establishing procedures to monitor and report on performance compared to the prudential indicators set by the Council.

B.15 The Corporate Directors are responsible for:

- i. preparing regular reports reviewing the capital programme provisions for their services;
- ii. preparing regular returns of estimated final costs of schemes in the approved capital programme for submission to the Corporate Director of Finance ~~and Procurement~~ for inclusion in the report to Cabinet on the overall Capital programme position;
- iii. reporting to the Corporate Director of Finance ~~and Procurement~~ circumstances when it is considered that additional County Council capital resources will be required to implement a project that has previously been given approval to spend, where such additional resources cannot be identified from within the Portfolio programme concerned;
- iv. reporting to the Corporate Director of Finance ~~and Procurement~~ on any proposed variations to the Capital Programme during a financial year;
- v. reporting to the Corporate Director of Finance ~~and Procurement~~ on any proposed additions to the Capital Programme resulting from the receipt of additional grant or other external funding. If this relates to an entirely new scheme then it must be considered by PAG and approved by the relevant Cabinet Member.
- ~~vi. Reporting the completion dates on major projects, over £1m.~~

B.16 Resources may be vired from one capital project or heading as follows provided that such transfers do not result in an overall increased commitment of capital resources and do not involve new policy or policy changes:-

Less than £50,000	the Head of Paid Service or relevant Corporate Director(s)
From £50,000 up to (but not including) £200,000	the relevant Corporate Director(s) in agreement with the relevant Cabinet Member(s) and the Corporate Director of Finance and Procurement
£200,000 up to (but not including) £1m	the relevant Cabinet Member(s) in agreement with the Deputy Leader and Cabinet Member for Finance and Procurement , Corporate Director(s) and Corporate Director of Finance and Procurement
£1m and above	the Leader or Cabinet

Virement limits are cumulative, please refer to B9 for explanation

For the purpose of the amounts above, where transfers are a single transaction they must be effected as such and not effected as two or more smaller transactions.

Accounting policies

B.17 The Corporate Director of Finance ~~and Procurement~~ is responsible for selecting and notifying to the Corporate Directors accounting policies which comply with the current Accounting Code(s) of Practice, ensuring that such policies are applied consistently, and for ensuring that effective systems of internal control are in place that ensure that financial transactions are lawful.

B.18 The Corporate Directors are responsible for adhering to the accounting policies notified by the Corporate Director of Finance ~~and Procurement~~.

Accounting records and returns

B.19 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. determining the accounting records for the Authority including the Kent Pension Fund, its form of accounts and supporting accounting records;
- ii. ensuring that accounting records are maintained in accordance with proper practices and legislative requirements;
- iii. establishing arrangements for the compilation of all accounts and accounting records whether within the Finance Group or within other Directorates.

B.20 The Corporate Directors are responsible for:

- i. consulting with the Corporate Director of Finance ~~and Procurement~~ on the accounting procedures and records to be utilised within their Directorate;
- ii. ensuring the proper retention of accounting records in accordance with the requirements established by the Corporate Director of Finance ~~and Procurement~~, including the retention of prime financial documents i.e. invoices, delivery notes and purchase orders for the year they relate to plus a further 6 years. Invoices paid for by EU Grants must be identified and kept for 12 years; **LINK**
- iii. ensuring that all claims for funds including grants are made by the due date, are recorded in the central register, and in line with the 'corporate grant procedure'; **LINK**
- iv. maintaining adequate records to provide a management trail leading from the source of income/expenditure through to the accounting statements;
- v. providing information required for, or to ensure completion of, all statutory and other financial returns by the due dates;
- vi. complying with any compliance testing which the Corporate Director of Finance ~~and Procurement~~ requires in relation to the Directorate accounts;
- vii. operating control accounts as agreed by the Corporate Director of Finance ~~and Procurement~~, ensuring that these are regularly reconciled, and cleared as part of the regular monitoring procedures.

The annual statement of accounts

B.21 The Governance and Audit Committee is responsible for approving the annual statement of accounts of the Authority and the Pension Fund on behalf of the Council.

B.22 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. ensuring that the annual statement of accounts is prepared by the required statutory date in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: Based on International Financial Reporting

- Standards for the relevant year and that the accounts present a true and fair view of the financial position of the Council and its expenditure and income;
- ii. liaising with External Audit on the completion of the Statement of Accounts and the arrangements for the audit of these;
 - iii. ensuring that adequate documentation is available to support the Statement of Accounts. This will include copies of grant claims, reconciliations with financial ledgers and other records, and other working papers to demonstrate the derivation of data used;
 - iv. the preparation of the Pension Fund's Statement of Accounts in accordance with practices as set out in the Code of Practice on Local Authority Accounting in the United Kingdom.

B.23 The Corporate Directors are responsible for:

- i. complying with accounting guidance agreed with the Corporate Director of Finance ~~and Procurement~~;
- ii. supplying the Corporate Director of Finance ~~and Procurement~~ with information required to complete the Statement of Accounts;
- iii. producing the documentation required to support the Statement of Accounts;
- iv. ensuring that the Closedown Pack – Guidance for Managers is completed in accordance with the annual timetable agreed with the Corporate Director of Finance ~~and Procurement~~.

Contingent Liabilities

B.24 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. reviewing at least annually in consultation with Corporate Directors the existing contingent liabilities for inclusion as a note in the statement of accounts, to ensure they are still contingent and to ensure that adequate reserves exist to cover the potential liability if necessary;
- ii. taking steps wherever possible, in consultation with the Corporate Directors, to minimise the risk of contingent liabilities.

B.25 The Corporate Directors are responsible for:

- i. setting up procedures and processes to minimise the risk of creating contingent liabilities;
- ii. reviewing at least annually their service areas for contingent liabilities;
- iii. informing the Corporate Director of Finance ~~and Procurement~~ of any new contingent liabilities and of any changes in the circumstances of existing contingent liabilities.

FINANCIAL REGULATION C – RISK MANAGEMENT AND CONTROL OF RESOURCES

Introduction

C.1 It is essential that robust systems are developed and maintained for identifying and evaluating all significant strategic, operational and financial risks to the Authority on an integrated basis. This should include the proactive participation of all those associated with planning and delivering services.

Risk management and insurance

C.2 The Cabinet and the Governance and Audit Committee are jointly responsible for approving the Council's Risk Management Strategy, Policy and guidance and for reviewing the effectiveness of risk management.

C.3 The Corporate Director Strategic and Corporate Services is responsible for preparing the Authority's Risk Management Strategy and Policy and for promoting it throughout the Council. The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. advising the Leader, ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~ and Cabinet on proper insurance cover where appropriate;
- ii. effecting, in consultation with the ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~, corporate insurance cover, through external insurance and internal funding;
- iii. establishing arrangements for the handling of all insurance claims, in consultation with other officers where necessary;
- iv. undertaking a review of requirements to support the annual renewal of insurance contracts;
- v. ensuring that internal insurance provisions are adequate to meet anticipated claims.

C.4 The Corporate Directors are responsible for:

- i. the identification and management of risk within their Directorate and for having in place monitoring processes for reviewing regularly the effectiveness of risk management arrangements.
- ii. complying with procedures agreed regarding the instigation, renewal, maintenance and amendment of the Council's insurance arrangements.

Internal control

C.5 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. monitoring the systems for risk management and systems of internal control. This will be monitored through an effective internal audit function.
- ii. reviewing systems of internal control at least annually and providing an opinion on internal control within the Council in order to advise the Head of Paid Service on an Annual Governance Statement to be included in the Statement of Accounts.

C.6 The Corporate Directors are responsible for:

- i. establishing sound arrangements for planning, appraising, authorising, monitoring and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial performance targets;
- ii. promoting compliance with Council Policy, Standing Orders, Financial Regulations, Codes of Conduct and any statutory requirements;
- iii. promoting an overall effective internal control system. Managerial Control Systems, including appropriate organisation structures, personnel arrangements and supervision, as well as Financial and Operational Control Systems and procedures, including physical safeguards of assets, segregation of duties, authorisation and approval procedures and information systems, should be documented and regularly reviewed;
- iv. providing assurances for the annual governance statement, that financial and operational control processes are in place to enable Directorates to achieve their objectives and manage significant risks.

Audit requirements

C.7 The Accounts and Audit Regulations 2015 require every local authority to maintain an adequate and effective internal audit of its accounting records and its system of internal control.

C.8 The Local Audit and Accountability Act 2014 (the Act) abolished the Audit Commission and requires relevant authorities to appoint their own local (external) auditors on the advice of an auditor panel. As an interim measure national 5-year contracts were awarded that expire in 2016 (subsequently amended to 2017), the requirement to appoint will apply once those contracts end and to meet the Act's deadline local auditors will need to be appointed by 31st December 2017. The code of audit practice and guidance for local audit are governed by section 5 of the Act.

C.9 The Council may, from time to time, be subject to inspection or investigation by external bodies such as H.M. Revenue and Customs who have statutory rights of access.

C.10 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. ensuring an effective internal audit function, through adequate resourcing and coverage properly planned and determined through assessment of risk and consultation with management;
- ii. ensuring that effective procedures are in place to investigate promptly any fraud or irregularity;
- iii. ensuring that external auditors are given access at all reasonable times to premises, personnel, documents and assets that the external auditors consider necessary for the purposes of their work;
- iv. ensuring there is effective liaison between external and internal audit;
- v. ensuring that when information is requested in connection with inspections, audits, reviews and investigations the information requested is provided as soon as reasonably practicable and in any event within fourteen days of the request being made.

C.11 The Corporate Directors are responsible for:

- i. notifying the Head of Internal Audit immediately of any suspected fraud, theft, irregularity or improper use of or misappropriation of the Council's property or

- resources. Pending investigation and reporting, all necessary steps should be taken to prevent further loss and to secure records and documentation against removal or alteration;
- ii. ensuring that internal and external audit are given access at all reasonable times to premises, personnel, documents and assets that the auditors consider necessary for the purposes of their work;
 - iii. ensuring that all records and systems are up to date and available for inspection;
 - iv. ensuring that when information is requested in connection with inspections, audits, reviews and investigations the information requested is provided as soon as reasonably practicable and in any event within fourteen days of the request being made.

Preventing fraud and corruption

- C.12 The Corporate Director of Finance ~~and Procurement~~ is responsible for developing, reviewing and maintaining an Anti Fraud and Corruption Strategy and for advising on effective systems of internal control to prevent, detect and pursue fraud and corruption. **LINK**
- C.13 The Corporate Directors are responsible for ensuring compliance with the Anti fraud and Corruption Strategy and with systems of internal control to prevent, detect and pursue fraud and corruption.

Assets

Security of Assets

- C.14 The Corporate Director of Finance ~~and Procurement~~ is responsible for ensuring that processes are in place for maintaining asset registers for fixed asset accounting purposes. in accordance with good practice for fixed assets. ~~The function of the Asset Register is to provide the Council with information about fixed assets so that they are safeguarded, used efficiently and effectively and adequately maintained, as well as for accounting purposes.~~
- C.15 The Corporate Directors should ensure that assets, and records relating to these, are properly maintained. They should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

Inventories

- C.16 The Corporate Directors are responsible for maintaining and reviewing annually inventories of equipment, plant and machinery which has a value of over £200 or is portable and attractive.

Asset Disposal

- C.17 The Corporate Director of Finance ~~and Procurement~~ in conjunction with the Head of Paid Service is responsible for issuing guidelines representing best practice for the disposal of equipment, plant and machinery.

C.18 Corporate Directors are responsible for complying with issued guidelines in respect of all asset disposals.

Stocks of goods and materials

C.19 Corporate Directors are responsible for:

- i. ensuring that stocks of goods and materials are held at a level appropriate to the business needs of the Council;
- ii. ensuring that adequate arrangements are in place for their care and custody;
- iii. writing off the value of obsolete stock in their Directorates of up to £10,000 in consultation with the Corporate Director of Finance ~~and Procurement~~. All sums above £10,000 should be reported by the relevant Corporate Director to the Corporate Director of Finance ~~and Procurement~~ and ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~ and then to the Scrutiny Committee for write off action.

Intellectual Property

C.20 The Head of Paid Service is responsible in conjunction with the ~~Director of Governance and Law~~ General Counsel for developing and disseminating best practice regarding the treatment of intellectual property.

C.21 The Corporate Directors are responsible for:

- i. ensuring that controls are in place to ensure that staff do not carry out private work in council time and that staff are aware that anything they create during the course of their employment, whether written or otherwise, belongs to the Council;
- ii. complying with copyright, designs and patent legislation and, in particular, to ensure that:
 - a. ~~—~~only software legally acquired and installed by the Council is used on its computers,
 - b. ~~—~~staff are aware of legislative provisions, and
 - c. ~~—~~in developing systems, due regard is given to the issue of intellectual property rights.

Treasury Management

C.22 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. reporting to the ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~, in accordance with the CIPFA Code of Practice on Treasury Management in the Public Services and accordingly will create and maintain, as the cornerstones for effective treasury management:
 - a. a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and
 - b. suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities;

The content of the policy statement and TMPs will follow the recommendations contained in sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such

amendments will not result in the Council materially deviating from the Code's key principles.

- ii. reporting to the Council on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs;
- iii. establishing procedures to monitor and report on performance in relation to Prudential Indicators set by the Council;
- iv. ensuring that all borrowing and all investments of money are made in the name of the Council or in the name of an approved nominee.

C.23 This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director of Finance ~~and Procurement~~, who will act in accordance with the Council's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's standard of professional practice on treasury management.

C.24 This Council nominates the Treasury Management Advisory Group and Governance & Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Loans to third parties and acquisition of third party interests

C.25 The Corporate Director of Finance ~~and Procurement~~ is responsible for ensuring, jointly with the Corporate Directors, that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of the Full Council, the Leader, Cabinet or the ~~Deputy Leader and~~ Cabinet Member for Finance ~~and Procurement~~. **LINK**

Trust Funds and funds held for third parties

C.26 Corporate Directors are responsible for arranging for all Trust Funds to be held, wherever possible, in the name of the Council and ensuring that Trust Funds are operated within any relevant legislation and the specific requirements for each Trust.

Banking

C.27 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. the control of all money in the hands of the Council;
- ii. operating central bank accounts as are considered necessary to the efficient operation of the Council's activities, within the terms agreed with the Council's bankers and reconciled weekly or monthly as required;
- iii. approving the opening or closing of any bank account operated by the County Council.

C.28 The Corporate Directors are responsible for operating bank accounts opened with the approval of the Corporate Director of Finance ~~and Procurement~~ in accordance with issued guidelines.

Imprest Accounts

C.29 The Corporate Director of Finance ~~and Procurement~~ is responsible for providing, in agreed circumstances and where such need is proven to be essential, cash or bank imprest accounts to meet minor or other agreed expenditure and for prescribing procedures for operating these accounts. **LINK**

C.30 The Corporate Directors are responsible for the operation of approved cash and bank imprest accounts in accordance with procedures issued by the Corporate Director of Finance ~~and Procurement~~. **LINK**

Credit Cards and Purchase Cards

C.31 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. providing credit cards and purchase cards to be used for agreed purposes and to be allocated to nominated members of staff;
- ii. prescribing procedures for the use of credit cards and purchase cards and the accounting arrangements required to record and monitor expenditure incurred with such cards.

C.32 The Corporate Directors are responsible for:

- i. Operating the use of credit cards and purchase cards in accordance with the procedures issued by the Corporate Director of Finance ~~and Procurement~~. **LINK**

Card Payment Arrangements

C.33 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. ensuring that card payment arrangements including chip and pin terminals and web based systems, set up for agreed purposes and assigned to nominated staff, are compliant with Payment Card Industry Data Security Standards (PCI DSS)

C.34 The Corporate Directors are responsible for:

- i. maintaining secure card payment arrangements in accordance with the procedures issued by the Corporate Director of Finance ~~and Procurement~~

Staffing Costs

C.35 The Head of Paid Service is responsible for ensuring that there is proper use of the evaluation or other agreed systems for determining the remuneration of a job.

C.36 The Corporate Directors are responsible for:

- i. the management of total staff numbers by:

-
- a. advising the Leader and the relevant Cabinet Member on the budget necessary in any given year to cover estimated staffing levels;
 - b. adjusting the staffing numbers to that which can be funded within approved budget provision;
 - ii. the proper use of appointment procedures;
 - iii. monitoring staff activity to ensure adequate control over such costs as sickness, overtime, training and temporary staff;
 - iv. ensuring that the staffing budget is not exceeded unless the necessary additional ongoing funding is available and the agreement of the relevant Cabinet Member or the Leader or Cabinet is obtained as required.

Further guidance regarding authorisations to appoint members of staff is available in the relevant directorate's Scheme of Financial Delegation.

FINANCIAL REGULATION D – SYSTEMS AND PROCEDURES

Introduction

D.1 Sound systems and procedures are essential to an effective framework of accountability and control.

General

D.2 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. determining the Council's accounting control systems, the form of accounts and the supporting financial records and for ensuring that systems determined by him/her are observed;
- ii. approving any changes proposed by the Corporate Directors to the existing financial systems or procedures or the establishment of new systems or procedures;
- iii. compiling, in consultation with the Corporate Directors, a Business Continuity Plan to provide for as normal a continuation of financial services as possible in the event of any incident affecting systems used to deliver those services.

D.3 The Corporate Directors are responsible for:

- i. the proper operation of financial procedures and financial processes in their own Directorates in accordance with the systems and procedures set out by the Corporate Director of Finance ~~and Procurement~~;
- ii. obtaining the approval of the Corporate Director of Finance ~~and Procurement~~ for any developments of new systems and changes to existing systems, by Corporate Directors that involve a financial operation or produce output that may influence the allocation of resources;
- iii. ensuring that their staff receive relevant financial training;
- iv. ensuring that, where appropriate, computer and other systems are registered in accordance with Data Protection legislation. The Corporate Directors must ensure that staff are aware of their responsibilities under the Data Protection and Freedom of Information legislation;
- v. ensuring, jointly with the Corporate Director of Finance ~~and Procurement~~ that there is a documented and tested Business Continuity Plan to allow information system processing to resume quickly in the event of an interruption;
- vi. ensuring that Oracle Financials is utilised except where otherwise agreed by the Corporate Director of Finance ~~and Procurement~~;
- vii. ensuring that vouchers and documents with financial implications are not destroyed, except in accordance with arrangements agreed with the Corporate Director of Finance ~~and Procurement~~. **LINK**

Income

D4 The Governance and Audit Committee is responsible for approving procedures for writing off debts as part of the overall framework of accountability and control.

D.5 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. setting the debt management policy for the County Council in order to maximise the income due to the Council and its collection;
- ii. approving the procedures, systems and documentation for the collection of income;
- iii. examining and actioning requests for write offs submitted by Corporate Directors;
- iv. maintaining a record of all sums written off and adhering to the requirements of the Accounts and Audit Regulations;
- v. ensuring that appropriate accounting adjustments are made following write off action;
- vi. ensuring, in consultation with the Corporate Directors, that adequate provision is made for potential bad debts arising from uncollected income.

D.6 The Corporate Director of Finance ~~and Procurement~~ is authorised to write-off the following types of debt where:

- i. the debtor has gone into liquidation or is deceased and there are no funds nor estate on which to claim for recovery of the debt;
- ii. the evidence against a debtor is inconclusive, and the ~~Director of Governance and Law~~ **General Counsel** recommends write-off;
- iii. the debtor has absconded and all enquiries have failed;
- iv. the debtor is in prison and has no means to pay;
- v. the debt is statute barred under the Limitations Act 1990 and the Care Act 2014;
- vi. the debt is remitted by a magistrate.

D.7 Other than covered in D6, all debt write offs over £10,000 should be put forward by the relevant Corporate Director to the Corporate Director of Finance ~~and Procurement~~ in his role of Section 151 Officer for his decision in consultation with the ~~Deputy Leader and Cabinet Member for Finance and Procurement~~. The relevant Corporate Director will also submit a report for information, comment and assurance to the Governance and Audit Committee, setting out the operational reasons for the write-off.

D.8 The Corporate Directors are responsible for:

- i. compliance with the agreed debt management policy of the Council; **LINK**
- ii. the write-off of irrecoverable debts in their Directorates of up to £10,000 in consultation with the Corporate Director of Finance ~~and Procurement~~;
- iii. ensuring that there is an annual review of fees and charges and that proposals for the level of fees and charges are approved by the Leader or relevant Cabinet Members;
- iv. ensuring that the agreed charging policy is implemented and consistently applied in respect of each relevant activity and service;
- v. separating, as far as is practicable, the responsibility for identifying amounts due and the responsibility for collection;
- vi. ensuring official receipts are issued and to maintain any other documentation for income collection purposes;
- vii. holding securely receipts, tickets and other records of income;
- viii. ensuring the security of cash handling.

Ordering and Paying for Works, Goods and Services

D.9 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. ensuring that all the Council's financial systems and procedures for ordering and paying for works, goods and services are sound and properly administered;

- ii. agreeing, in consultation with the Corporate Directors where appropriate, any changes to existing financial systems and to approve any new systems before they are introduced;
- iii. agreeing the form of official orders and associated terms and conditions;
- iv. making payments from the Authority's funds on the Corporate Director's authorisation that the expenditure has been duly incurred in accordance with Financial Regulations;
- v. defining the requirements for the electronic approval of order or checking and certification of invoices prior to payment to confirm that the goods have been ordered and received, the invoice is in order and is certified for payment by the nominated budget manager. The Corporate Director of Finance ~~and Procurement~~ will set and review a value for invoices, currently £250, below which payment will be made on certification that goods or services have been received and that the invoice is in order but will not require the additional certification of the budget manager;
- vi. making payments, whether or not provision exists within the estimates, where the payment is specifically required by statute or is made under a Court Order;
- vii. making payments to contractors on the certificate of a Corporate Director, which must include details of the value of work, retention money, amounts previously certified and amounts now certified.

D.10 The Corporate Directors are responsible for:

- i. ensuring that the Council's corporate financial systems are used for payment for work, goods and services except where specialist systems are used in agreement with the Corporate Director of Finance ~~and Procurement~~. Staff should not use personal credit cards to pay for work, goods or services on behalf of the Council;
- ii. ensuring that i-Procurement is used for raising orders in the first instance, any verbal orders for works, goods or services are only placed exceptionally and are confirmed with an official i-Procurement order;
- iii. ensuring that orders are only used for goods and services provided to their Directorates. Individuals must not use official orders to obtain goods or services for their private use;
- iv. ensuring that only those staff authorised in the delegated authority matrix (see appendix 4) approve expenditure and sign orders or where necessary ensure they are sealed by Legal Services.
- v. ensuring that goods and services are checked on receipt to verify that they are in accordance with the order. This check should, where possible, be carried out by a different person from the person who authorised the order;
- vi. ensuring that payment is not made unless a proper VAT invoice has been received, checked, coded and certified for payment;
- vii. ensuring that payments are not made in advance of goods being supplied, work done or services rendered to the Council except with the approval of the Corporate Director of Finance ~~and Procurement~~;
- viii. ensuring that invoices are approved for payment by staff authorised by the Corporate Directors and that details of such authorised staff, including specimen signatures and limits of authority, are provided to the Payments Team;
- ix. ensuring that all undisputed invoices are settled within 20-30 days from receipt of the invoice;

- x. ensuring that the Directorate obtains best value from purchases by contacting Strategic Sourcing and Procurement Team for any purchases over £50k, following the guidance in the Knet Procurement pages [LINK](#) and complying with the Council's Code of Practice for Tenders and Contracts 'Spending the Council's Money' which is incorporated in the KNet Procurement pages.
- xi. Compliance with spend mandates, which are published in the how to buy guides accessible via the Knet Procurement page. [LINK](#)

D.11 Deviation from the delegated authority matrix is not generally expected. However, if a different financial limit is required the amendment should be requested via a business case and approved as follows:

Requester	Approver
Budget Manager	Head of Service
Head of Service	Service Director
Service Director	Corporate Director

D.12 All transactions must fall within the powers delegated to officers or have been approved by a decision (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.

D.13 No contract, agreement or other document shall be signed or sealed unless it gives effect to:

- i. a decision or resolution (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

D.14 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.

D.15 Where there is no specific budget line, the officer with delegated authority 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 in accordance with the Council's Constitution.

Contract Management

D.16 Staff should refer to Spending the Council's Money for advice and guidance regarding contract management. [LINK](#)

Ex Gratia Payments

D.17 The Corporate Directors are responsible for approving reasonable ex gratia payments of £6,000 or less and for ensuring that a record of such payments is maintained.

D.18 For ex gratia payments in excess of £6,000 the Corporate Directors are responsible for obtaining the approval of the relevant Cabinet Member, the ~~Deputy Leader and Cabinet Member for Finance and Procurement~~ and the Corporate Director of Finance ~~and Procurement~~.

Payments to employees and Members

D.19 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. making arrangements for recording and for the accurate and timely payment of PAYE, Income Tax, National Insurance, and all other statutory and non-statutory payroll deductions;
- ii. ensuring the accurate and timely production of statutory returns to H.M. Revenue and Customs, particularly in respect of the financial year-end and the declaration of employee taxable benefits;
- iii. ensuring that there are adequate arrangements for administering pension matters on a day-to-day basis;

D.20 The Corporate Director of Human Resources is responsible for arranging and controlling secure and reliable payment, on the due date, of salaries, compensation payments or other emoluments, staff expenses and Members' expenses and allowances, and pensions in accordance with procedures prescribed by him or her.

D.21 The Corporate Directors are responsible for:

- i. ensuring that all appointments are made in accordance with the Council's regulations and approved establishments, grades and scales of pay.
- ii. ensuring that adequate budget provision exists for:
 - (a) all employee appointments
 - (b) all permanent and temporary variations relating to employee appointments
 - (c) all engagements of self-employed persons.

Taxation

D.22 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. maintaining the Council's tax records, making tax payments, receiving tax credits and submitting tax returns by their due date as appropriate;
- ii. advising Corporate Directors on all taxation issues that affect the Council in the light of relevant legislation as it applies and guidance issued by appropriate bodies.

D.23 Where the Corporate Directors are owners of financial systems they are responsible for maintaining the appropriate records, making tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

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D.24 The Corporate Directors are responsible for consulting with, and seeking advice from, the Corporate Director of Finance ~~and Procurement~~ on the potential tax implications of any new initiatives for the delivery of Council activity and Services, including those that could impact on our partial exemption.

Trading accounts

D.25 The Corporate Director of Finance ~~and Procurement~~ is responsible for advising on the establishment and operation of trading accounts.

D.26 The Corporate Directors are responsible for:

- i. observing all statutory requirements in relation to trading activity, including the maintenance of a separate revenue account to which all relevant income is credited and all relevant expenditure, including overhead costs, is charged in accordance with the CIPFA Service Reporting Code of Practice;
- ii. ensuring that the same accounting principles are applied in relation to trading accounts as for other services or business units;
- iii. ensuring that each business unit prepares an annual business plan.

Overheads and Internal Recharges

D.27 The Corporate Director of Finance ~~and Procurement~~ is responsible for:

- i. maintaining a system of delegating budgets to Directorates for support services;
- ii. establishing a framework for the carrying out of overheads and internal recharges in accordance with laid down timetables;
- iii. ensuring that the recipients are clear what each charge covers and provide sufficient information to enable them to challenge the approach being taken;
- iv. arbitrating on disputed recharges where these cannot be satisfactorily resolved between Directorates;
- v. ensuring that overheads and internal recharges for support services are in accordance with the CIPFA Service Reporting Code of Practice for both budget and final accounts purposes.

D.28 The Corporate Directors are responsible for:

- i. ensuring that budgets for the purchase and provision of internal services are agreed between purchaser and provider and properly reflected in annual budgets and business plans and budget monitoring statements;
- ii. raising and/or processing recharges in accordance with the timescales laid down;
- iii. notifying and/or responding to disputed recharges in accordance with the timescales laid down;
- iv. monitoring the processing of recharges in accordance with the timetable agreed with the Corporate Director of Finance ~~and Procurement~~.

FINANCIAL REGULATION E – EXTERNAL ARRANGEMENTS

Partnerships

- E.1 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. promoting the same high standards of conduct with regard to financial administration in partnerships that apply throughout the Council
 - ii. advising on the financial implications resulting from entering into partnership agreements including tax treatment, limitation of liability, valuation of transferred assets or the grant of a right to use existing assets and any other long term issues;
 - iii. advising on the terms of any payment and performance mechanism relating to partnerships entered into by the Council.
- E.2 The Corporate Directors are responsible for:
- i. ensuring that, when entering into partnerships, the Council's financial and operational interests are protected;
 - ii. ensuring that appropriate financial and legal advice is taken before entering into partnership agreements;
 - iii. ensuring that, before entering into partnership agreements with external bodies, a risk management appraisal is carried out and an exit strategy is in place where appropriate;
 - iv. ensuring that necessary approvals are obtained before negotiations are concluded in relation to partnership agreements;
 - v. ensuring that the accounting and financial arrangements for partnerships satisfy the requirements of the Council and allow for any required audit of the partnerships affairs.

More detailed guidance can be found in 'Risk Management of Key Partnerships – A guide to good practice', the Management Guide to Alternative Service Delivery Models and the KCC Companies Protocol [LINK](#)

External funding

- E.3 The Corporate Director of Finance ~~and Procurement~~ is responsible for:
- i. ensuring that procedures are in place so that all the financial implications, including long term issues, resulting from entering into external funding agreements are identified;
 - ii. ensuring that all external funding agreed with external bodies is received and is properly recorded in the Council's accounts;
 - iii. maintaining a record of expected grants in liaison with the Corporate Directors;
 - iv. investigating ways of maximising grant income;
 - v. building in any agreed financial implications (e.g. matched funding) into the budget strategy;
 - vi. accounting for non-specific Government Grants received and receivable and submitting any required returns in respect of these.

- E.4 The Corporate Directors are responsible for:

- i. ensuring that external funding which is sought supports the Councils service priorities;
- ii. ensuring that any matched funding requirements relating to external funding agreements are identified and provided for in the budget prior to any external funding agreement being concluded;
- iii. ensuring that necessary approvals are obtained before external funding agreements are concluded;
- iv. ensuring that the conditions of external funding agreements and any statutory requirements are complied with;
- v. ensuring that expenditure met from external funding is properly incurred and recorded, that income is received at the appropriate time, returns are made by the specified dates, and that audit requirements of the funding body can be met;
- vi. maintaining a record of external funding agreements in place;
- vii. ensuring that any other expenditure associated with the grant (e.g. matching funding) is contained within the agreed Directorate budget;
- viii. accounting for specific Government Grants received and receivable in respect of services for which they are responsible and submitting any required returns in respect of these;
- ix. ensuring that all grants received are recorded in the central register, and in line with the 'Corporate Grant Procedure'. **LINK**

Work for third parties

- E.5 The Corporate Director of Finance ~~and Procurement~~ is responsible for issuing any required guidance on the financial aspects of contracts with third parties and external bodies.
- E.6 The Corporate Directors are responsible for:
 - i. ensuring that work for third parties does not impact adversely on the services of the Council and that before entering into agreements a risk management appraisal has been carried out;
 - ii. ensuring that guidance issued by the Corporate Director of Finance ~~and Procurement~~ is complied with and that all agreements and arrangements are properly documented.
- E.7 The Leader or relevant Cabinet Member is responsible for approving the contractual arrangements for any work for third parties or external bodies where the contract value exceeds £200,000.

Companies

- E.8 In relation to companies that the Council has an interest, it is imperative that they are set up, managed and run according to rules of good governance so that risks are mitigated. The 'Protocol relating to companies in which KCC has an interest' establishes processes and provides additional controls to ensure such rules are in place.
- E.9 Anyone within the Council intending to set up a company must first read both the 'Protocol relating to companies in which KCC has an interest' **LINK** and the more

detailed 'Local Authority Companies' guidance document. Sanctions are in place for non-compliance which can include disciplinary action. **LINK**

- | E.10 The Corporate Director of Finance ~~and Procurement~~ is responsible for advising on the financial implications resulting from the creation of a company including tax treatment and accounting arrangements.

- E.11 The Director of Governance and Law is responsible for advising on the legal requirements and implications with respect to the creation and ongoing running of a company.

- E.12 The Corporate Directors are responsible for:
 - i. ensuring that the 'Protocol relating to companies which KCC has an interest' and the more detailed Local Authority Companies guidance document is complied with; **LINK**
 - ii. ensuring that legal and financial advice provided by the Director of Governance and Law and the Corporate Director of Finance ~~and Procurement~~ respectively are complied with.

Scheme of Delegation - Approval Limits

Finance Approval Process

Stage or Transaction Approval	Notes	Members		Officers				Strategic Sourcing & Procurement Team (SSP)				
		The Leader or Cabinet	Cabinet Member	CMT Director	Service Director	Service Head	Budget Manager	Head of Procurement	Category Manager	Procurement Manager	Procurement Officer	PS2P 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								

Procurement & Invoice Approval Process

Stage or Transaction Approval	Notes	Members		Officers				Strategic Sourcing & Procurement Team (SSP)				
		The Leader or Cabinet	Cabinet Member	CMT Director	Service Director	Service Head	Budget Manager	Head of Procurement	Category Manager	Procurement Manager	Procurement Officer	PS2P 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*							

Procurement & Invoice Approval Process

Stage or Transaction Approval	Notes	Members		Officers				Strategic Sourcing & Procurement Team (SSP)				
		The Leader or Cabinet	Cabinet Member	CMT Director	Service Director	Service Head	Budget Manager	Head of Procurement	Category Manager	Procurement Manager	Procurement Officer	PS2P Buyer
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	18			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 where previous delegation from Cabinet or Cabinet Member is in place* 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	

* These decisions/actions are subject to statutory recording and publication requirements. Seek advice from Democratic Services.

** These decisions/actions are subject to statutory recording and publication requirements when over £500k. Seek advice from Democratic Services.

Notes:

- 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.
- 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.
- 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.
- 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.
- 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.
- 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 the Corporate Director of Finance and Procurement in his/her role of Section 151 Officer for his decision in consultation with the Deputy Leader and Cabinet Member for Finance and Procurement. A report by the relevant Corporate Director will also be submitted to Governance and Audit Committee.
- Award recommendation prepared by Procurement lead
- 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
- Only valid for approved budgets/expenditure within plan – values will be used within i-Procurement
- Procurement authorities relate to own budget only
- 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.
- May be exercised by any member of staff who can directly confirm correct receipt of goods, services or works
- Relates to signature on invoices; post i-Procurement implementation this authority is no longer required (3-way system match provides authorisation)
- Approval of a variation against an existing contract
- Approval of an extension to an existing contract, only valid if budget expenditure has been approved by relevant Service Officer
- Cabinet Member Approval where authority has been delegated, in some instances this may require Cabinet Approval in line with the Constitution
- For areas with high expenditure e.g. Highways, Property, ICT approval level can be increased to £5m for Service Directors at Corporate Directors discretion
- Variations/extensions must be sealed if the main contract is sealed unless specifically excluded in the contract