

# AGENDA

## AUDIT COMMITTEE MEETING



Date: Monday 12 August 2013  
Time: 6.30 p.m.  
Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Black, Butler, Daley, Nelson-Gracie  
(Chairman) and Warner

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Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of Lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the meeting held on 15 July 2013 - to follow

**Continued Over/:**

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**Issued on 1 August 2013**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEBBIE SNOOK on 01622 602030**. To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

*Alison Broom*

**Alison Broom, Chief Executive, Maidstone Borough Council,  
Maidstone House, King Street, Maidstone, Kent ME15 6JQ**

8.	Report of the Chief Executive - Local Code of Corporate Governance	1 - 29
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10.	Report of the Head of Finance and Resources - Statement of Accounts 2012/13	53 - 142

## **MAIDSTONE BOROUGH COUNCIL**

### **AUDIT COMMITTEE**

**MONDAY 12 AUGUST 2013**

### **REPORT OF THE CHIEF EXECUTIVE**

**Report prepared by Paul Riley**

#### **1. LOCAL CODE OF CORPORATE GOVERNANCE**

##### 1.1 Issue for Decision

1.1.1 This report provides Audit Committee with an opportunity to review the Local Code of Corporate Governance and make recommendations to Cabinet in relation to their role as the Committee responsible for governance and risk.

##### 1.2 Recommendation of The Chief Executive

1.2.1 That Audit Committee considers the Local Code of Corporate Governance set out at Appendix A and makes appropriate recommendations to Cabinet for their consideration.

##### 1.3 Reasons for Recommendation

1.3.1 The principles and standards of good governance in local government have been considered and debated on various occasions since the early 1990's. Various guides and publications on governance frameworks have been released and in 2003 the Council adopted a local code of corporate governance. This code is regularly reviewed and amendments are reported for approval to Cabinet along with the views of the Audit Committee as part of its role in governance and risk.

1.3.2 Confidence in public sector governance is of critical importance, given the huge investments by government and council taxpayers in local services and the Council has recognised the importance of the core principles as set out in the CIPFA/SOLACE publication "Delivering Good Governance in Local Government" published in 2007. The core principles are:

1. focus on the purpose of the Authority and on outcomes for the community in creating and implementing the vision for the local area;
2. members and officers will work together to achieve a common purpose with clearly defined functions and roles;
3. promote values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour;
4. take informed and transparent decisions which are subject to effective scrutiny and manage risk;
5. develop the capacity and capability of members and officers to be effective;
6. engage with local people and other stakeholders to ensure robust public accountability.

1.3.3 Since 2004 an officer working group has reviewed and monitored corporate governance issues at an operational level. This group has existed in various guises and with differing levels of officer representation. The current group includes all members of the Corporate Leadership Team, the Head of Audit Partnership, the Head of Policy and Communications and the Head of Finance and Resources.

1.3.4 During 2012/13 the working group has considered the framework in operation and agreed minor amendments which have been reflected in the Local Code of Corporate Governance attached as **Appendix A**.

1.3.5 The Local Code of Corporate Governance will be reported to Cabinet in August 2013 for adoption. The Audit Committee are invited to review the document now and consider any reference the Committee may wish to make to Cabinet for consideration along with the Local Code of Corporate Governance in August 2013.

#### 1.4 Alternative Action and why not Recommended

1.4.1 Consideration of the Local Code of Corporate Governance on an annual basis to ensure it is updated and an effective code is considered best practice. In the past the code has not been reviewed every year and the Audit Committee could recommend to Cabinet not to do so. This approach is not recommended and the officer working group has already agreed to make the review a rolling review in operational terms and to ensure that any changes are reported to Audit Committee and Cabinet on an annual basis.

1.5 Impact on Corporate Objectives

1.5.1 Good corporate governance is an essential part of corporate and customer excellence.

1.6 Risk Management

1.6.1 The Local Code of Corporate Governance identifies the processes used by the Council to involve the public in decision making and those for service delivery and standards. These issues are essential to address reputational risk and to help demonstrate value for money.

1.6.2 The Local Code of Corporate Governance also identifies the processes whereby the Authority addresses risk management as part of good corporate governance arrangements.

1.6.3 Maintaining a Local Code of Corporate Governance that is out of date can mean that changes required to maintain corporate governance are not identified and reported for consideration and approval.

1.7 Other Implications

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management


1.8 Relevant Documents

1.8.1 Appendices

1.8.2 **Appendix A** – The Local Code of Corporate Governance

**IS THIS A KEY DECISION REPORT?**

**THIS BOX MUST BE COMPLETED**

No

If yes, this is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

DRAFT

MAIDSTONE BOROUGH COUNCIL  
LOCAL CODE OF CORPORATE GOVERNANCE  
JUNE 2013

1. **Background**

- 1.1 The Council wholly subscribes to the principles of public life as set out by the Committee on Standards and Public Life (The Nolan Committee) in 1995, as amended. The amended principles are:-

**Selflessness** – Holders of public office should act solely in terms of the public interest.

**Integrity** – Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**Objectivity** – Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**Accountability** – Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**Openness** – Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**Honesty** – Holders of public office should be truthful.

**Leadership** – Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

1.2 The Council acknowledges the work undertaken by CIPFA/SOLACE on establishing a framework for corporate governance in local government. This work includes the 2007 guidance contained in the publication Delivering Good Governance in Local Government which sets out the six core principles that should underpin the governance arrangements for all public bodies.

**2. Core Principles of Corporate Governance**

2.1 The Council endorse the core principles and the supporting principles as set out in the CIPFA/SOLACE publication on Delivering Good Governance in Local Government, published in 2007 and intend to use these principles to monitor and control Corporate Governance in Maidstone Borough Council to ensure that the Authority is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

2.2 The core principles and supporting principles are as follows:-

1) The Authority will focus on its purpose and on outcomes for the community in creating and implementing a vision for the local area and will:

- Exercise strategic leadership by developing and clearly communicating the Authority's purpose and vision and its intended outcome for citizens and service users;
- Ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning; and
- Ensure that the Authority makes best use of resources and that tax payers and service users receive excellent value for money.

2) Members and officers will work together to achieve a common purpose with clearly defined functions and roles and will:

- Ensure effective leadership throughout the Authority and be clear about executive and non-executive functions and of the roles and responsibilities of the Scrutiny function;
- Ensure that a constructive working relationship exists between Authority Members and officers and that the responsibility of Members and officers are carried out to a high standard; and
- Ensure relationships between the Authority, its partners and the public are clear so that each knows what to expect of the other.



- 3) Members and officers will promote the core values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour and will:
  - Ensure Authority Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance; and
  - Ensure that organisational values are put into place and are effective.
- 4) The Authority will take informed and transparent decisions which are subject to effective scrutiny and will manage risk and will:
  - Be rigorous and transparent about how decisions are taken in listening and acting on the outcomes of constructive scrutiny; and
  - Have good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs; and
  - Ensure that an effective risk management system is in place; and
  - Ensure that legal powers are used to the full benefit of the citizens of communities in the area.
- 5) The Authority will develop the capacity and capability of Members and officers to be effective and will:
  - Make sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles;
  - Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group; and
  - Encourage new talent for membership of the Authority so that best use can be made of individual's skills and resources in balancing continuity and renewal.
- 6) The Authority will engage with local people and other stakeholders to ensure robust public accountability and will:
  - Exercise leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships;

- Take an active and planned approach to dialogue with and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Authority, in partnership or by commissioning; and
- Make best use of human resources by taking an active and planned approach to meeting responsibility to staff.

**3. Detailed Implementation of Core Principles of Corporate Governance**

3.1 In broad terms Maidstone Borough Council addresses Corporate Governance through the following main areas:-

- a) **Constitution** – Constitution has a comprehensive scheme of delegation to Members and officers and therefore clearly sets out the arrangements for the provision of services. This includes effective Overview and Scrutiny, Standards and Audit Committee arrangements. The Constitution is backed up by Codes of Conduct for both officers and Members;
- b) **Vision** - The Council has a long term vision (through the sustainable community strategy) with short to medium term delivery through the Strategic Plan, which is reviewed annually. The delivery of priorities is related to funding availability and capacity through the Budget Strategy and is based on consultation with partners and public;
- c) **Comprehensive Performance Management** - arrangements are in place incorporating strategic and service based risk management and business continuity. Reporting on performance is undertaken through quarterly reports on the Authority’s Key Performance Indicators, six monthly reports on PIs and monthly reviews by officers of service performance through Reach the Summit. A six monthly review is undertaken of the Corporate Improvement Plan. The system of Performance Management runs in parallel with and is related to a comprehensive system of financial management;
- d) **Partners and Public** – Partners and the public are consulted regularly on the Authority’s service priorities and budget issues and reports to the public on finance and performance are undertaken through Borough Update and an annual report;
- e) **Staffing** – There is a comprehensive Code of Conduct for officers and Corporate Governance is embedded in the Authority’s core values through STRIVE which embeds customer service, delivery of performance, integrity and high standards of Corporate Governance and Value for Money and efficiency;

3.2 Attached at Appendix 1 is a schedule showing the detailed arrangements within Maidstone Borough Council for delivery of the core principles. The schedule shows the core principles, the supporting principles, the requirements for local authorities to deliver the principles, best practice examples of source documents and good principles and this Authority's arrangements to address the principles and best practice (with links to the source documents quoted). Where appropriate they will be developed and enhanced to ensure the highest level of corporate governance within the Authority.

.....  
Chief Executive

.....  
Leader

**LOCAL CODE OF CORPORATE GOVERNANCE****UPDATED JUNE 2013****BASED ON 2007 CIPFA/SOLACE PRINCIPLES****CORE PRINCIPLE****1. FOCUSING ON THE PURPOSE OF THE AUTHORITY AND ON OUTCOMES FOR THE COMMUNITY AND CREATING AND IMPLEMENTING A VISION FOR THE LOCAL AREA**

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Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users</li> </ul>	<ul style="list-style-type: none"> <li>Develop and promote the authority's purpose and vision</li> </ul>	<ul style="list-style-type: none"> <li>Used as a basis for:               <ul style="list-style-type: none"> <li>Corporate and service planning</li> <li>Shaping the community strategy</li> <li>local area or performance agreements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The Sustainable Community Strategy adopted following consultation with the public</li> <li>Community Strategy agreed through Maidstone Locality Board</li> <li>Strategic Plan agreed and reviewed annually in parallel with Budget Strategy</li> <li>Communication &amp; Consultation Strategy agreed</li> <li>Service Plans based on cascade from Strategic Plan</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
11	<ul style="list-style-type: none"> <li>Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Governance code</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan reviewed regularly to ensure public's views are taken into account</li> <li>Annual review of Local Code of Corporate Governance</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties</li> </ul>	<ul style="list-style-type: none"> <li>Partnership protocol</li> <li>Governance code</li> </ul>	<ul style="list-style-type: none"> <li>Partnership (shared service) protocol agreed which includes the requirement for a business case, risk assessment, exit strategy and other aspects of good management</li> <li>Review of partnerships undertaken by Overview &amp; Scrutiny Committee</li> <li>Follow up actions implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance</li> </ul>	<ul style="list-style-type: none"> <li>Annual financial statements</li> <li>Annual business plan</li> <li>Formal annual report</li> </ul>	<ul style="list-style-type: none"> <li>Annual report prepared and published in Downs Mail and available on website</li> <li>Annual report supplemented by articles in Borough Update</li> <li>Annual report includes Summarised Financial Statements</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<p>12</p> <ul style="list-style-type: none"> <li>Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning</li> </ul>	<ul style="list-style-type: none"> <li>Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available</li> </ul>	<ul style="list-style-type: none"> <li>This information is reflected in the authority's:               <ul style="list-style-type: none"> <li>Corporate Plan</li> <li>annual business plan</li> <li>medium-term financial strategy</li> <li>resourcing plan</li> <li>place survey every 2 years</li> </ul> </li> <li>in order to ensure improvement</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan and Budget Strategy include Performance and resource requirements</li> <li>Medium Term Financial Strategy plans resource requirements and affordability</li> <li>Effective performance management system in place</li> <li>Summary of performance included in Council Tax leaflet published on the Council's website</li> </ul>
	<ul style="list-style-type: none"> <li>Put in place effective arrangements to identify and deal with failure in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Complaints procedure</li> <li>3 year programme of internal audit activity.</li> <li>Performance management arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive Complaints procedures in place</li> <li>Quarterly report on complaints to Overview &amp; Scrutiny Committee</li> <li>Effective performance management process in place (Reach the Summit)</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money</li> </ul>	<ul style="list-style-type: none"> <li>Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>The results are reflected in authority's performance plans and in reviewing the work of the authority.</li> </ul>	<ul style="list-style-type: none"> <li>Value for Money Strategy agreed</li> <li>The Corporate Improvement Group co-ordinates and initiates VFM agenda</li> <li>RTS monitors performance at Business Unit level</li> <li>Strategic Plan KPI's are reported regularly to Cabinet and Overview &amp; Scrutiny Committee</li> <li>Use of benchmarking</li> </ul>

**CORE PRINCIPLE****2. MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY DEFINED FUNCTIONS AND ROLES**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.</li> </ul>	<ul style="list-style-type: none"> <li>Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice.</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Record of decisions and supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>Constitution sets out roles and responsibilities including a scheme of delegation</li> <li>Protocol on relationships between Members and officers in place</li> <li>All decisions recorded and distributed</li> </ul>
	<ul style="list-style-type: none"> <li>Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Conditions of employment</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Conditions of employment</li> </ul>
<p>Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard.</p>	<ul style="list-style-type: none"> <li>Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Scheme of delegation</li> <li>Statutory provisions</li> </ul>	<ul style="list-style-type: none"> <li>Constitution and scheme of delegation</li> <li>Regular review and amendment to Constitution to reflect changes</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>• Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management</li> </ul>	<ul style="list-style-type: none"> <li>• Conditions of employment</li> <li>• Scheme of delegation</li> <li>• Statutory provisions</li> <li>• Job descriptions/specification</li> <li>• Performance management system</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive is Head of Paid Service with written conditions of employment and job description</li> <li>• Scheme of delegation included in Constitution</li> <li>• Regular Performance Appraisal by Members</li> </ul>
14	<ul style="list-style-type: none"> <li>• Develop protocols to ensure that the leader and chief executive (or equivalents) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief executive and leader pairing meet regularly to maintain effective communication</li> </ul>	<ul style="list-style-type: none"> <li>• Informal meeting between Leader and Chief Executive after Annual Council to agree plan of action for year</li> <li>• Regular meetings between Leader and Chief Executive</li> </ul>
	<ul style="list-style-type: none"> <li>• Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.</li> </ul>	<ul style="list-style-type: none"> <li>• Section 151 responsibilities</li> <li>• Statutory provision</li> <li>• Statutory reports</li> <li>• Budget documentation</li> <li>• Job description/specification</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Finance Officer/Director of Regeneration &amp; Communities is Section 151 Officer</li> <li>• Member of Corporate Leadership Team</li> <li>• Responsibilities set out in Constitution/Financial Procedure Rules</li> <li>• Budget Strategy and other Finance reports presented by Chief Finance Officer/Director of Regeneration &amp; Communities</li> <li>• Job Description and conditions of employment in place</li> </ul>



Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer provisions</li> <li>Statutory provisions</li> <li>Job description/specification</li> </ul>	<ul style="list-style-type: none"> <li>The Head of Legal Services is Monitoring Officer</li> <li>Job description and conditions of employment in place</li> <li>Responsibilities set out in Constitution</li> <li>Member of Corporate Leadership Team</li> </ul>
<p>15</p> <ul style="list-style-type: none"> <li>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other.</li> </ul>	<ul style="list-style-type: none"> <li>Develop protocols to ensure effective communication between members and officers in their respective roles</li> </ul>	<ul style="list-style-type: none"> <li>Member/officer protocol</li> </ul>	<ul style="list-style-type: none"> <li>Protocol in place for Member/Officer relationship</li> </ul>
	<ul style="list-style-type: none"> <li>Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Pay and conditions policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Independent Remuneration Panel in place for Members</li> <li>Procedures in place for agreeing pay and conditions for staff</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that effective mechanisms exist to monitor service delivery</li> </ul>		<ul style="list-style-type: none"> <li>RTS reports quarterly on business units performance</li> <li>KPI's performance reported to Cabinet and Overview &amp; Scrutiny Committee</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that the organisation's vision, Strategic Plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> <li>Corporate plans</li> <li>Budgets</li> <li>Performance plan/regime</li> </ul>	<ul style="list-style-type: none"> <li>Consultation Strategy in place</li> <li>Strategic Plans and Budget Strategy developed with public consultation</li> <li>Actual performance reported to public through Annual Report and Council Tax publication</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>• When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority</li> </ul>	<ul style="list-style-type: none"> <li>• Protocols for partnership working include a clear statement of the partnership principles and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership protocol agreed</li> <li>• Partnerships agreed by Members</li> <li>• Partnerships include clear statements of principles and objectives</li> <li>• Partnership information on website</li> </ul>
16	<ul style="list-style-type: none"> <li>• When working in partnership:               <ul style="list-style-type: none"> <li>- Ensure that there is clarity about the legal status of the partnership</li> <li>- Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• For each partnership there is:               <ul style="list-style-type: none"> <li>- clarity of each partner's role within the partnership</li> <li>- definition of roles of partnership board members</li> <li>- line management responsibilities for staff who support the partnership</li> <li>- a statement of funding sources for joint projects and clear accountability for proper financial administration</li> <li>- a protocol for dispute resolution within the partnership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Partnership protocol includes requirement for clarity of roles, responsibilities, governance arrangements and other relevant aspects</li> <li>• Financial requirements of Partnerships set out in Financial Regulations in Constitution</li> <li>• Shared services partnerships are subject to a legal agreement</li> </ul>

**CORE PRINCIPLE****3. PROMOTING VALUES FOR THE AUTHORITY AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH UPHOLDING HIGH STANDARDS OF CONDUCT AND BEHAVIOUR**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect</li> </ul>	Annual Governance Statement	<ul style="list-style-type: none"> <li>Constitution</li> <li>Effective Audit, Standards and Overview and Scrutiny Committees</li> <li>Annual Governance Statement approved by Leader and Chief Executive</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols</li> </ul>	<ul style="list-style-type: none"> <li>Members'/officers' code of conduct</li> <li>Performance appraisal</li> <li>Complaints procedures</li> <li>Anti-fraud and corruption policy</li> <li>Member/officer protocols</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct for Members</li> <li>Performance appraisal processes in place</li> <li>Staff Code of Conduct</li> <li>Whistleblowing and Anti-Fraud and Corruption Policies in place</li> <li>Audit Committee review governance policies</li> <li>Member/Officer protocol agreed</li> <li>Complaints procedures in place</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.</li> </ul>	<ul style="list-style-type: none"> <li>Standing orders</li> <li>Codes of conduct</li> <li>Financial regulations</li> </ul>	<ul style="list-style-type: none"> <li>Constitution sets out requirements</li> <li>Codes of Conduct in place</li> <li>Financial Regulations in place and reviewed</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring that organisational values are put into practice and are effective.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners</li> </ul>	<ul style="list-style-type: none"> <li>Codes of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Codes of Conduct in place</li> <li>Core values STRIVE agreed and embedded</li> </ul>
<p style="text-align: center;">18</p>	<ul style="list-style-type: none"> <li>Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice</li> </ul>	<ul style="list-style-type: none"> <li>Codes of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Codes of Conduct in place</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and maintain an effective standards committee</li> </ul>	<ul style="list-style-type: none"> <li>Terms of reference</li> <li>Regular reporting to the Council</li> </ul>	<ul style="list-style-type: none"> <li>Well established Standards Committee with Independent Members</li> <li>Regular reports to Council</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
19	<ul style="list-style-type: none"> <li>• Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority</li> </ul>	<ul style="list-style-type: none"> <li>• Decision-making practices</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Executive and Corporate Leadership Team include a range of implications including impact on Key Priorities</li> </ul>
	<ul style="list-style-type: none"> <li>• In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively</li> </ul>	<ul style="list-style-type: none"> <li>• Protocols for partnership working</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership protocol agreed</li> </ul>

**CORE PRINCIPLE****4. TAKING INFORMED AND TRANSPARENT DECISIONS WHICH ARE SUBJECT TO EFFECTIVE SCRUTINY AND MANAGING RISK**

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.</li> </ul> <p>20</p>	<ul style="list-style-type: none"> <li>Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny is supported by robust evidence and data analysis</li> </ul>	<ul style="list-style-type: none"> <li>Well established Overview &amp; Scrutiny structure which is regularly reviewed</li> <li>Reports from Overview &amp; Scrutiny Committees well received and effective</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making protocols record of decisions and supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>Constitution sets out delegation for decision making</li> <li>Agreed report format to ensure all relevant details included</li> <li>Agreed policy for recording decisions, including time for call-in by Overview &amp; Scrutiny Committee</li> <li>Procedure for urgent decisions including reporting to Council</li> </ul>

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
21	<ul style="list-style-type: none"> <li>Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice</li> </ul>	<ul style="list-style-type: none"> <li>Members' Code of conduct</li> <li>Officers Code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Codes of Conduct in place</li> <li>Whistleblowing policy in place</li> <li>Declarations of Interest in place</li> <li>Related Party Transactions Declarations in place</li> </ul>
21	<ul style="list-style-type: none"> <li>Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee</li> </ul>	<ul style="list-style-type: none"> <li>Terms of reference</li> <li>Membership</li> <li>Training for committee members</li> </ul>	<ul style="list-style-type: none"> <li>Audit Committee in place with terms of reference and composition in line with CIPFA recommendations</li> <li>Regular training provided,</li> <li>Skills and competencies matrix prepared</li> <li>Annual review of effectiveness of Audit Committee</li> <li>Annual Audit Committee report to full Council</li> <li>Mid Kent Internal Audit partnership in place, which regularly reports to the Committee and provides support to the Committee – including training</li> </ul>

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints</li> </ul>	<ul style="list-style-type: none"> <li>Complaints procedure</li> </ul>	<ul style="list-style-type: none"> <li>Complaints procedures and reporting arrangements in place. Procedure set out in website</li> </ul>
<ul style="list-style-type: none"> <li>Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</li> </ul>	<ul style="list-style-type: none"> <li>Members' induction scheme</li> <li>Training for committee chairs</li> </ul>	<ul style="list-style-type: none"> <li>Members induction scheme implemented annually</li> <li>Members training programme agreed annually</li> <li>Periodic Member Briefing Sessions on current issues</li> <li>Member Charter in place</li> </ul>
22	<ul style="list-style-type: none"> <li>Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Record of decision making and supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>Report format includes need to consider legal and financial implications</li> <li>The process of report approval requires agreement of finance and legal professionals where relevant</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring that an effective risk management system is in place.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that risk management is embedded into the culture of the authority, with Members and Managers at all levels recognising that risk management is part of their jobs</li> </ul>	<ul style="list-style-type: none"> <li>Risk management protocol</li> <li>Financial standards and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Risk Strategy and Register regularly reviewed and reported to Cabinet and Audit Committee.</li> <li>Risk Management is included in standard report format</li> <li>Training provided to Members and managers</li> </ul>



Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority have access</li> </ul>	<ul style="list-style-type: none"> <li>Whistle-blowing policy</li> </ul>	<ul style="list-style-type: none"> <li>Whistleblowing policy in place. Policy is promoted to staff and contractors.</li> </ul>
<ul style="list-style-type: none"> <li>Using their legal powers to the full benefit of the citizens and communities in their area.</li> </ul>	<ul style="list-style-type: none"> <li>Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Monitoring officer provisions</li> <li>Statutory provision</li> </ul>	<ul style="list-style-type: none"> <li>Constitution includes legal powers</li> <li>Report format covers legal implications</li> <li>New legislation is monitored by Monitoring Officer and Corporate Leadership Team</li> </ul>
29	<ul style="list-style-type: none"> <li>Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law</li> </ul>		<ul style="list-style-type: none"> <li>Monitoring Officer in post and member of Corporate Leadership Team</li> <li>Legal implications part of standard report format</li> </ul>
	<ul style="list-style-type: none"> <li>Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring officer provisions</li> <li>Job description/specification</li> <li>Statutory provision</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Officer in post and member of Corporate Leadership Team</li> <li>Legal implications part of standard report format</li> </ul>

**CORE PRINCIPLE****5. DEVELOPING THE CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS TO BE EFFECTIVE**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
24 <ul style="list-style-type: none"> <li>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles.</li> </ul>	<ul style="list-style-type: none"> <li>Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Training and development plan</li> <li>Induction programme</li> <li>Update courses/information</li> </ul>	<ul style="list-style-type: none"> <li>Induction programme for new Members</li> <li>Annual Training Plan for Members</li> <li>Briefing Sessions for Members</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority</li> </ul>	<ul style="list-style-type: none"> <li>Job description/personal specifications membership of top management team</li> </ul>	<ul style="list-style-type: none"> <li>Job descriptions and terms of employment in place</li> <li>Members of Corporate Leadership Team</li> <li>Members of Senior Leadership Team</li> <li>Annual performance appraisal</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<p>25</p> <ul style="list-style-type: none"> <li>Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the skills required by Members and officers and make a commitment to develop those skills to enable roles to be carried out effectively</li> </ul>	<ul style="list-style-type: none"> <li>Training development plan</li> </ul>	<ul style="list-style-type: none"> <li>Training Plans for Members and Officers</li> <li>Investors in People accreditation</li> <li>Annual Central training budget</li> <li>Training Plans in place</li> <li>Officer review through Personal Appraisals Process.</li> <li>Extensive officer Training Plan cascading from PAP process</li> </ul>
	<ul style="list-style-type: none"> <li>Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed</li> </ul>	<ul style="list-style-type: none"> <li>Training and development plan reflect requirements of a modern councillor including:                             <ul style="list-style-type: none"> <li>the ability to scrutinise and challenge</li> <li>the ability to recognise when outside advice is required</li> <li>advice on how to act as an ambassador for the community</li> <li>leadership and influencing skills</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Training Plans in place</li> <li>Member development policy in place, based on South East Employers Member Development Charter</li> <li>Regular training for Audit, Standards and Overview and Scrutiny Committees</li> </ul>

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs.</li> </ul>	<ul style="list-style-type: none"> <li>Performance management system</li> </ul>	<ul style="list-style-type: none"> <li>Regular reports by Executive to Overview and Scrutiny Committees.</li> <li>Delivery of Key Performance Indicators regularly reported</li> <li>Member development policy in place</li> </ul>
<ul style="list-style-type: none"> <li>Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partnership framework</li> <li>Stakeholders' forums' terms of reference</li> <li>Area forums' roles and responsibilities</li> <li>Residents' panel structure</li> </ul>	<ul style="list-style-type: none"> <li>Effective Locality Board in place</li> <li>Meetings of Executive held in community</li> <li>Communication and consultation strategy in place</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that career structures are in place for members and officers to encourage participation and development</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning policy in place</li> <li>Service structure in place</li> </ul>

**CORE PRINCIPLE****6. ENGAGING WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS TO ENSURE ROBUST PUBLIC ACCOUNTABILITY**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Make clear to themselves, all staff and the community to whom they are accountable and for what</li> </ul>	<ul style="list-style-type: none"> <li>Community strategy</li> </ul>	<ul style="list-style-type: none"> <li>Community strategy in place</li> <li>Strong Overview and Scrutiny arrangements in place</li> <li>Strong consultation processes.</li> </ul>
	<ul style="list-style-type: none"> <li>Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required</li> </ul>		<ul style="list-style-type: none"> <li>Communication and Consultation Strategy in place and reviewed.</li> <li>Complaints procedure and reporting arrangements in place</li> <li>Effective LSP in place</li> </ul>
	<ul style="list-style-type: none"> <li>Produce an annual report on the activity of the scrutiny function</li> </ul>	<ul style="list-style-type: none"> <li>Annual report</li> </ul>	<ul style="list-style-type: none"> <li>Annual Scrutiny report produced</li> <li>Work programme for Scrutiny developed through workshops involving all Members</li> </ul>

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> <li>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively</li> </ul>	<ul style="list-style-type: none"> <li>Community strategy</li> <li>Processes for dealing with competing demands within the community</li> </ul>	<ul style="list-style-type: none"> <li>Community Strategy in place and reviewed</li> <li>Communications Strategy in place</li> <li>Consultation on issues such as Budget options</li> </ul>
	<ul style="list-style-type: none"> <li>Hold meetings in public unless there are good reasons for confidentiality</li> </ul>		<ul style="list-style-type: none"> <li>Policy of holding meetings in public</li> <li>Meetings webcast</li> </ul>
28	<ul style="list-style-type: none"> <li>Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands</li> </ul>		<ul style="list-style-type: none"> <li>Communications Strategy in place and reviewed</li> </ul>

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> <li>Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result</li> </ul>	<ul style="list-style-type: none"> <li>Partnership framework</li> <li>Communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Partnership protocol agreed</li> <li>Communication Strategy in place and reviewed</li> </ul>
29	<ul style="list-style-type: none"> <li>On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period</li> </ul>	<ul style="list-style-type: none"> <li>Annual report</li> <li>Annual financial statements</li> <li>Corporate plan</li> <li>Annual business plan</li> <li>Annual Performance Plan</li> </ul>	<ul style="list-style-type: none"> <li>Annual report produced</li> <li>Annual financial statements agreed by Council</li> <li>Corporate Plan and Strategic Plan Performance Report agreed by Cabinet</li> <li>All available on website</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> </ul>	<ul style="list-style-type: none"> <li>Local Code of Corporate Governance adopted and reviewed annually</li> <li>Constitution</li> </ul>
<ul style="list-style-type: none"> <li>Making best use of human resources by taking an active and planned approach to meet responsibility to staff.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> </ul>	<ul style="list-style-type: none"> <li>People Strategy agreed</li> <li>Staff Forum and Unit Manager's Group in place</li> <li>Employment Panel in place</li> </ul>

# Agenda Item 9

## **MAIDSTONE BOROUGH COUNCIL**

### **AUDIT COMMITTEE**

**MONDAY 12 AUGUST 2013**

### **REPORT OF CHIEF EXECUTIVE**

**Report prepared by Angela Woodhouse**

#### **1. DRAFT ANNUAL GOVERNANCE STATEMENT 2012/13**

##### 1.1 Issue for Decision

- 1.1.1 To consider the Draft Annual Governance Statement for 2012/13 to be signed by the Chief Executive and the Leader, and accompany the Statement of Accounts. This is as required by the revised Accounts and Audit (England) Regulations 2011, which came into force on 31<sup>st</sup> March 2011.

##### 1.2 Recommendation

- 1.2.1 It is recommended that the Audit Committee review and approve the Draft Annual Governance Statement 2012/13 attached at **Appendix A** for submission to Cabinet and sign off by the Leader and Chief Executive.

##### 1.3 Reasons for Recommendation

- 1.3.1 The Accounts and Audit (England) Regulations 2011 recognise the Annual Governance Statement as a key statement in its own right. To this end it is no longer required to be "included in" the Statement of Accounts. From 31<sup>st</sup> March 2011 the regulations require that the Annual Governance Statement "accompanies" the Statement of Accounts instead.
- 1.4.4 Grant Thornton undertook a Local Government Governance Review 2013, "*Improving council governance a slow burner*" which has identified best practice approaches to the Annual Governance Statement. The Draft Annual Governance Statement attached at **Appendix A** has been developed to take into account the best practice identified namely that the statement should not repeat the local code of governance. It should have user friendly language and layout with more emphasis on significant governance or control issues that arise in earlier sections of the document. The external auditors have reviewed the Draft Annual Governance Statement and are satisfied that it meets requirements for compliance with the code and is an informative document.



- 1.4.3 The statement has also been produced in line with the CIPFA delivering good governance in local government: Framework Addendum released in December 2012. The update reflects the emphasis on a strategic approach. As a matter of best practice the annual governance statement should be approved at the same time as the statement of accounts. The Statement fulfils the statutory requirement in England for a local authority to conduct a review at least once in each financial year of the effectiveness of its system of internal control.
- 1.4.4 Cabinet will consider the draft statement and any comment from the Audit Committee on 14 August after which it will be signed by the Chief Executive and Leader.
- 1.4.5 The Audit Committee within its terms of reference have responsibility for: "The Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice."

## 1.5 Alternative Action and why not Recommended

- 1.5.4 The Annual Governance Statement is a necessary part of the Statement of Accounts and must, therefore, be considered by the Audit Committee prior to Cabinet approval. It is possible for members to disagree with the detail of the Statement, to ask for further details to be included or evidence to be produced. However, it must be acknowledged that the statement is signed by the Chief Executive and the Leader of the Council and must accompany the Statement of Accounts to be agreed by Audit Committee before the end of September 2013.

## 1.6 Impact on Corporate Objectives

- 1.6.4 The Council has set Corporate and Customer Excellence as a priority in its Strategic Plan for 2011-15. Good and Effective Corporate Governance arrangements are key to achieving this priority. The Annual Governance Statement reviews the effectiveness of the council's governance arrangements which includes how we ensure we are meeting our priorities, engaging the public and adopting the right behaviour as a Council.

## 1.7 Risk Management

- 1.7.4 The Statement incorporates the essential elements of a well managed Council which ensures that many elements of the Strategic Risk Register are addressed.

1.8 Other Implications

1.8.4

1. Financial
2. Staffing
3. Legal
4. Equality Impact Needs Assessment
5. Environmental/Sustainable Development
6. Community Safety
7. Human Rights Act
8. Procurement
9. Asset Management


1.9 Relevant Documents

1.9.4 Appendices

Appendix A – Draft Annual Governance Statement 2012/13

1.9.5 Background Documents

**IS THIS A KEY DECISION REPORT?**

**THIS BOX MUST BE COMPLETED**

Yes

No

If yes, this is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

# Draft Annual Governance Statement

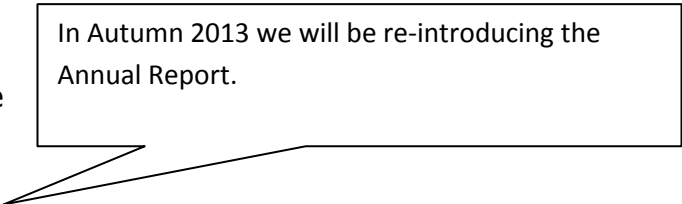
2012/13

## 1. SCOPE OF RESPONSIBILITY

- 1.1 Maidstone Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. Maidstone Borough Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Council's section 151 Officer is a key member of the Corporate Leadership Team , reviewing all decisions taken through management team, Committees, Cabinet and Full Council.
  - 1.2 In discharging this overall responsibility, Maidstone Borough Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions which includes arrangements for the management of risk.
- 3  
5
- Where actions have been identified they are highlighted in speech bubbles at the appropriate point in the statement.
- 1.4 Maidstone Borough Council has approved and adopted a Local Code of Corporate Governance, this was reviewed and update in June 2013. The code of corporate governance is consistent with the principles of the CIPFA/SOLACE framework "Delivering Good Governance in Local Government". A copy of the Code is on the website at [www.maidstone.gov.uk](http://www.maidstone.gov.uk) or can be obtained from the Council at Maidstone House, King Street, Maidstone, Kent ME15 6JQ. This statement explains how Maidstone Borough Council has complied with the code and also meets the requirements of regulation 4(3) of the Accounts and Audit (England) Regulations 2011.

## 2 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Maidstone Borough Council's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the impact should they be realised then provides a means of managing the risks efficiently, effectively and economically.
- 2.3 This governance framework has been in place at Maidstone Borough Council for the year ended 31 March 2013 and up to the date of approval of the annual report and Statement of Accounts.



In Autumn 2013 we will be re-introducing the Annual Report.

### 3 THE GOVERNANCE FRAMEWORK

- 3.1 The monitoring of Corporate Governance has a high priority at the Council. As part of the recent senior restructure, responsibility for Corporate Governance was moved to the Head of Policy and Communications. A small working group made up of the Head of Audit, Head of Finance and Resources and the Head of Legal services (Monitoring Officer) has been set up to work with the Head of Policy and Communications reporting quarterly to the Corporate Leadership Team and six monthly to the Audit Committee on governance matters.
- 3.2 At appendix A are the Council's pillars of governance this identifies the key strands of governance and the documents and actions represented within each.
- 3.3 The Governance Framework is based on the CIPFA/SOLACE six principles of effective governance
1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area
  2. Members and officers working together to achieve a common purpose with clearly defined functions and roles
  3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
  4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
  5. Developing the capacity and capability of members and officers to be effective
  6. Engaging with local people and other stakeholders to ensure robust public accountability

## How we deliver good governance

Principle	Governance Mechanism (what we are doing)	Assurance
<p>Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area</p>	<ul style="list-style-type: none"> <li>• The vision for Maidstone is set out in our <a href="#">Sustainable Community Strategy</a> .</li> <li>• The <a href="#">Strategic Plan</a> reflects the vision and sets out our priorities and outcomes. Each outcome has an action plan, performance indicators and targets.</li> <li>• The Annual Corporate Planning Cycle approved by Cabinet facilitates the effective planning of service delivery, including the identification of risks, and budget requirements.</li> <li>• Performance Management of delivering our priorities and services is achieved through ‘Reach the Summit’ and the <a href="#">Council’s Performance Plan</a> and Scrutiny Committees.</li> <li>• The Council’s Values have been identified under the acronym STRIVE.</li> <li>• A project overview board exists and a project management toolkit is utilised to develop and monitor major projects.</li> </ul>	<ul style="list-style-type: none"> <li>• The Sustainable Community Strategy was developed following consultation with residents and engagement in events to determine the priorities and vision for the borough.</li> <li>• One Council Engagement Plan is in place to communicate our priorities internally.</li> <li>• Resident Survey undertaken every two years to understand priorities and issues for residents</li> <li>• Monitoring against the key measures of success is reported six monthly to Cabinet and Scrutiny.</li> <li>• Key Performance Indicator outturns are subject to review by Cabinet, Overview and Scrutiny committees and ultimately, by full Council.</li> <li>• Annual STRIVE staff awards based on our values.</li> <li>• The project board considers the major projects currently being undertaken by the Council at a strategic level and ensures resources are applied and actions taken to maintain control over all such projects.</li> </ul>



Principle	Governance Mechanism (what we are doing)	Assurance
<p>Members and Officers working together to achieve a common purpose with clearly defined functions and roles</p>	<ul style="list-style-type: none"> <li>• The <a href="#">Council's Constitution</a> specifies the roles and responsibilities of Members and Officers and lays down financial and contract procedural rules for the efficient and effective discharge of the Council's business. The Constitution includes the roles and responsibility of the Overview and Scrutiny and Audit Committees.</li> <li>• A well established and effective Audit Committee and Overview and Scrutiny function.</li> </ul> <ul style="list-style-type: none"> <li>• Effective Audit function.</li> </ul>	<ul style="list-style-type: none"> <li>• The constitution is kept under constant review by the Monitoring officer.</li> <li>• Half yearly reports are produced for Audit Committee which evaluates the overall internal control environment tested through the internal audit work.</li> <li>• An annual review of audit work and the effectiveness of the audit process is produced for Audit Committee.</li> <li>• <a href="#">Governance Arrangements</a> were reviewed last year and created four Overview and Scrutiny Committees aligned to the Cabinet Portfolios. The role of overview and scrutiny has been re-defined including ensuring each has responsibility for scrutinising partnerships.</li> <li>• A protocol has been put into place between Audit and Scrutiny Committees to avoid duplication and overlap on the work programme and facilitate appropriate references between the committees.</li> <li>• The Council is a member of a well established and effective Internal Audit partnership that works to an approved three year audit plan.</li> <li>• Individual audit reports are produced for the relevant managers, with a copy to the Chief Executive and appropriate Director.</li> </ul>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> <li>• The Council has appointed a Monitoring Officer to oversee its compliance with laws and statutory obligations.</li> <li>• The Council has clearly defined roles and responsibilities for Members and Officers</li> <li>• The Council has a Corporate Improvement Group who identify improvement projects and review the impact of change and improvement on a quarterly basis.</li> <li>• <a href="#">Code of Corporate Governance</a> in place</li> </ul>	<ul style="list-style-type: none"> <li>• External Audit produce a number of reports which are reported to management and Members. Recommendations and comments are considered and, where necessary, action is taken to address any issues raised.</li> <li>• Scheme of Delegation is in place as defined in the <a href="#">constitution</a></li> <li>• Update on the Corporate Improvement Group reported to Cabinet twice a year</li> <li>• The Local Code of Corporate Governance was reviewed and updated in June 2013.</li> </ul>

Principle	Governance Mechanism (what we are doing)	Assurance
<p>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</p>	<ul style="list-style-type: none"> <li>• Good Corporate Governance is at the heart of everything the Council does, for staff this is incorporated into our six core values (STRIVE) in the delivery of services and in particular the value: Integrity and High Standards of Corporate Governance. The Council has an annual award ceremony focussed on our values, where individuals and teams are given awards for demonstrating the values.</li> <li>• At the mid year and full year appraisal points all staff are asked how they demonstrate the values.</li> <li>• The Audit Committee has a responsibility to monitor and improve the arrangements for Corporate Governance within the Council.</li> <li>• The Council's Monitoring Officer is responsible for ensuring that the Council acts in accordance with the constitution.</li> <li>• The Council has adopted a local code of conduct for Members and Officers.</li> <li>• The Council meets the requirements of the Public Sector Equality Duty.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Award Ceremony for Staff focused on the Values</li> </ul> <div data-bbox="1400 523 1854 735" style="border: 1px solid black; border-radius: 15px; padding: 5px; margin: 10px 0;"> <p>The Council's Competency Framework for staff is being revised to more clearly link to the Values (STRIVE)</p> </div> <ul style="list-style-type: none"> <li>• The Audit Committee provides an Annual Report to Council on its effectiveness.</li> <li>• The Monitoring Officer reports to Council and provides advice to Members and Officers.</li> <li>• The Section 151 officer and monitoring officer review all reports for decision via our committee report management system (moderngov).</li> <li>• Equality Impact Assessment are carried out to demonstrate equalities being taken into account in our decision making.</li> <li>• <a href="#">Corporate Equality Policy</a>.</li> </ul>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> <li>HR procedures and systems are in place for disciplinary and capability management</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports to Corporate Leadership Team</li> </ul>
<p>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</p>	<ul style="list-style-type: none"> <li>The Council commissioned an Overview and Scrutiny review of its governance arrangements focussed on whether the Council should change its system to a committee or an alternative system. It was agreed to adopt an enhanced scrutiny model with four Overview and Scrutiny Committees aligned to the Cabinet Portfolios.</li> <li>An agreed Risk Management Strategy is in place with identified corporate strategic risks and Management Action Plans.</li> <li>Risk management is a standard heading for consideration of all reports to Management Team and Members. A formal risk assessment is required for reports which require decisions on strategic issues or which seek approval for significant projects.</li> <li>Heads of Service are asked to identify risks as part of their annual review of service plans.</li> <li>The Council publishes details of all Council spending to suppliers, senior officer salaries and details of all new contracts via its <a href="#">website</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Overview and Scrutiny report annually to full council on their effectiveness and outcomes.</li> <li>The Strategic Risk Register is subject to regular review. Risks to service delivery (operational risks) have been accepted as the responsibility of individual authorised officers and incorporated into Service Plans. Heads of Service are responsible for ensuring that their service managers retain an effective operational risk</li> </ul> <div data-bbox="1377 997 1859 1316" style="border: 1px solid black; border-radius: 15px; padding: 10px; margin-top: 20px;"> <p>Risk Assessments in relation to service plans will be logged on Covalent, the Council's performance management system managers will be supported with additional training</p> </div>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> <li>• Open meetings and webcasting</li> <li>• Transparent and Evidence based decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings are webcast and agenda papers and the access to information procedure rules are complied with</li> <li>• Reports include information on the options considered alternatives and reason for decision</li> </ul>
Developing the capacity of Members and Officers to be effective	<ul style="list-style-type: none"> <li>• The Council has had an “Investors in People” (IiP) award for a number of years, which involves demonstrating that the Council has regular appraisals, service and training planning, training evaluation forms, recruitment and selection procedures and initiatives such as Work/Life Balance. The Council was re-accredited with IiP early in 2011.</li> <li>• We have revised our <a href="#">Member Development Policy</a>.</li> <li>• Annual Member development programme.</li> <li>• New Member induction programme.</li> <li>• Overview and Scrutiny Handbook.</li> <li>• A well established staff appraisal process is in place and guidance and training is available for all staff and managers.</li> </ul>	<ul style="list-style-type: none"> <li>• IiP Health Checks, compliance with IiP is regularly reviewed the Council has a target to be at gold level by 2015.</li> <li>• Regular Member seminars and workshops.</li> <li>• The Employment and Member Development Panel reviews the development programme and budget for Members annually.</li> <li>• The Governance review in 2012-13 identified that Member’s continued professional development was crucial going forward.</li> <li>• Appraisals are held at mid year and end of year points with all staff, they include a section to identify development needs.</li> <li>• Service delivery by trained and experienced</li> </ul>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> <li>• Workforce Strategy</li> </ul>	<p>people.</p> <ul style="list-style-type: none"> <li>• Regular reports to the Member and Employment Development Panel</li> </ul>
<p>Engaging with local people and other stakeholders to ensure robust public accountability</p>	<ul style="list-style-type: none"> <li>• Consultations are held on decisions affecting local people and local people are encouraged to be involved, for example the work on developing the Council's Local Plan</li> </ul> <div data-bbox="860 746 1464 1002" style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 10px auto; width: fit-content;"> <p>A new Communication and Engagement Strategy will be produced in 2013/14</p> </div> <ul style="list-style-type: none"> <li>• Engagement with stakeholders through the Locality Board and supporting task groups</li> <li>• Membership of the Chamber of Commerce and work through the Chamber, Federation of Small Businesses, Town Centre Management, Maidstone Tourism Association and Rural Business Forums to engage businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation feedback for example from the budget and Local Plan development.</li> <li>• Focus groups to inform policies and plans as they develop</li> <li>• Cabinet Roadshows</li> </ul> <ul style="list-style-type: none"> <li>• Communication and Engagement Strategy</li> <li>• <a href="#">Community Development Strategy</a></li> </ul> <ul style="list-style-type: none"> <li>• Single point of contact for businesses in the Borough established through the Economic Development Team Business Visits, Business Breakfasts and Lunch with Mayor held in order to develop better relationships with the business community</li> </ul>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> <li>• Annual consultation with residents on our budget</li> <li>• We carry out a survey of residents every other year</li> <li>• We launched a new website this year</li>   <li>• We are running a programme of neighbourhood action planning (action plans to address issues identified by residents)working locally with you to identify how we can improve where you live.</li> <li>• Two Public meetings will be held twice a year to allow the Council and its Strategic Partners to debate with the public topics chosen by the public as set out in the constitution.</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Roadshows and/or online consultation</li> <li>• <a href="#">Resident Survey</a></li> <li>• Website tested by residents to ensure it is user friendly</li>   <li>• Neighbourhood action planning reviewed and monitored by scrutiny.</li> </ul>

We have identified from our residents survey that more could be done to involve young people in decision making

45

Public Debate Meetings to be re-introduced

## 4 REVIEW OF EFFECTIVENESS

- 4.1 Maidstone Borough Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of corporate governance and internal control. This is undertaken by the Corporate Leadership Team. The review of effectiveness undertaken in 2012/13 is informed by the work of the internal auditors and the Council's Senior Officers who have responsibility for the development and maintenance of the overall governance environment, and also by comments made by the external auditors and other review agencies and inspectorates.
- 4.2 Internal Audit has concluded that substantial reliance can be placed on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control. This opinion covers the period from 1 April 2012 to date.
- 4.3 The Council is able to confirm that its financial management arrangements conform with the governance requirements of the CIPFA statement on the role of the Chief Financial Officer in Local Government (2010).
- 4.4 A detailed post project review of the Museum East Wing Project has recently been completed and reviewed by the Audit Committee. The review identified that the Council's project management processes and control arrangements have significantly improved since the Museum project was commissioned.
- 4.5 A number of areas were identified in the proceeding statement where action is required these have been included within our significant governance issues for 2013-14 action plan below.



## 5 SIGNIFICANT GOVERNANCE ISSUES

Actions for 2012/13 as identified in the last Annual Governance Statement

Governance Issue	Action Taken	Completed/ or carry forward
<b>Audit reports:</b> Reports with levels of assurance lower than substantial.	A report on Emergency Planning was followed up in August 2012 and the control assurance was found to have increased from limited to Substantial	Completed
<b>Annual Audit Report:</b> Recommendations arising from report – review and replace the asset register.	We have replaced our asset register .	Completed
Actions arising from specific satisfaction level results of the residents survey.	Taken forward by service managers.	Completed
Enhance project sponsorship.	New project sponsorship toolkit has been created.	Completed
Museum East Wing Project.	Reviewed by Internal Audit and the Chief Executive actions taken to ensure good arrangements, project and contractor management arrangement for future projects.	Carried forward

## Actions for 2013/14

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Governance Issue	Action Taken	By When	By Whom
Corporate Leadership Team have identified a need to Review the Council's approach to Information Management	Objective have been appointed to undertake a piece of work to review how the Council manages information and identify a vision and strategy going forward	31 September 2013	Anna Collier, Project Manager David Edwards Project Sponsor Angela Woodhouse – responsible officer for Information Management
Embedding Corporate Governance and Ensuring Best Practice is identified	A corporate governance working group will be set up to report into the Audit Committee on governance issues and the progress of the action plan	Quarterly with updates to Audit Committee in October and March	Angela Woodhouse
Project Management	The report into the Museum East Wing project by the Chief Executive has confirmed that project management arrangements have significantly improved to address financial, planning and procurement of capital projects	Ongoing	Paul Riley, Head of Finance and Resources reporting to CLT who will continue to monitor the adequacy of project management in the context of "lessons learned" from the Museum Project.
The Council undertook a follow up Stress survey in December 2012. This showed that we have improved on most areas from the one in 2011. However action is still required to return to the ideal levels of stress in the organisation.	As a result of the original stress survey in 2011 the Council developed the one council engagement plan to focus on engaging all staff in our priorities. Following on from this initial piece of work we have now appointed the Comms Lab to review how we engage with employees looking at support for managers, developing a coaching culture and tools for employee engagement on our priorities.	The work with the Comms Lab has started and the revised competency framework will be in place by September.  Tools for managers will be used throughout the year in accordance with the one council engagement plan.	Dena Smart and Corporate Leadership Team

Governance Issue	Action Taken	By When	By Whom
Testing the Council's approach to Strategic Planning and Meeting its outcomes for businesses and residents in regard to the economy	Corporate Peer Challenge from the LGA  Any actions resulting from recommendations will be programmed following the review	31 October 2013	Cabinet and Corporate Leadership Team
Members' Professional Development  The governance review in 2012/13 identified that this was an area for improvement particularly in relation to Members leading and owning their development.	The Member Development Policy has been revised and moved to Democratic Services to bring it closer to Members. Members will be asked via committees to identify their training needs and the process for attending conferences will be simplified.	Policy Approved 10 July 2013  Implemented during 2013/14	Democratic Services and Members
The Council's Communication and Engagement Strategy will be revised in 2013/14	Revised Strategy to accompany the Strategic Plan refresh	(Proposed timetable) Drafted September 2013.  Cabinet Approved for Consultation December 2013.  Overview and Scrutiny Invited to Review January 2014.  Approved by Cabinet February 2014.	Angela Woodhouse, Head of Policy and Communications

Governance Issue	Action Taken	By When	By Whom
The residents survey identified that more work needed to be done to engage young people with the Council	An action plan has been developed and put into place as one of the Council's equality objectives.		
Public Debate Meetings are meant to be held twice a year.	<p>Consultation will be carried out to identify issues of public concern for debate.</p> <p>Meetings of full Council will then take place on a topic of interest identified by the public.</p>	Public Meetings will take place in November 2013 and April 2014.	Democratic Services

## 6 Certification

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvement that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Leader of the Council: \_\_\_\_\_

Date: \_\_\_\_\_

Chief Executive: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix A - Pillars of Governance

### Monitoring

Monitoring Officer, attends all meetings of the Corporate Leadership Team (CLT)

Effective Overview and Scrutiny Committees

Standards and Audit Committees in place

Corporate Project Board oversees all key projects

Effective Internal Audit partnership

Audit Reports produced for service areas in line with the approved Audit Plan

Annual Audit report to Audit and Council

External Audit, produce a number of reports which are reported to management

Local Code of Corporate Governance agreed annually

### Performance and Financial Management

An Annual Performance Plan is in place aligned to the Strategic Plan

Reach the Summit monitors performance of services internally on a quarterly basis

Quarterly performance reports to CLT, Cabinet and Scrutiny

Annual Corporate Planning cycle in place to identify service planning, risks and budget requirements

Regular meetings held with heads of service to monitor performance and ensure compliance with a range of corporate policies

IiP accreditation and health checks

Treasury Management Code

[Prudential Indicators monitored daily](#)

### Transparency and Partnership Working

Complaints monitored and reported quarterly to CLT and Scrutiny

Reports available on the council's website

[Senior Salaries. Spending with Suppliers and Contracts published on-line](#)

The Locality Board is in the process of being reviewed, the Board has several working groups in place to meet corporate priorities in partnership with private public and voluntary and community sector partners.

A partnership protocol has been adopted for the Mid Kent Improvement Partnership

### Risk Management

Risk Management Strategy and action plans agreed and implemented

Operational risks incorporated into service plans

Risk Management is considered in all reports to Corporate Leadership Team and Members

Formal Risk assessment is required for decisions on strategic issues or which seek approval for significant projects and funding

Reported to Audit Committee

## **MAIDSTONE BOROUGH COUNCIL**

### **AUDIT COMMITTEE**

**12<sup>TH</sup> AUGUST 2013**

### **REPORT OF HEAD OF FINANCE & RESOURCES**

**Report prepared by Paul Holland (Senior Accountant)**

#### **1. STATEMENT OF ACCOUNTS 2012/13**

##### 1.1 Issue for Decision

1.1.1 To note the Statement of Accounts 2012/13 prior to the completion of the external audit process.

##### 1.2 Recommendation of Head of Finance & Resources

1.2.1 That the Committee notes the un-audited completed Statement that has been produced in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2012/13.

##### 1.3 Reasons for Recommendation

1.3.1 Under the amended Accounts & Audit Regulations 2011 there is no longer a requirement for the Statement of Accounts to be formally approved by Audit Committee prior to their submission for external audit. Instead the Statement has to be signed by the Director of Regeneration & Communities by 30<sup>th</sup> June, and is then subject to external audit. The audited accounts are then required to be approved by Audit Committee by 30<sup>th</sup> September.

1.3.2 However, it is considered appropriate to bring the Statement to Audit Committee at this stage as it gives Members an early opportunity to see the Statement and to ask any relevant questions of Officers.

##### 1.4 Statement of Accounts 2012/13

1.4.1 The un-audited Statement is attached at **Appendix A**.

1.4.2 After the introduction of International Financial Reporting Standards in the 2010/11 Code of Practice there were no significant changes in the accounting requirements for 2012/13.

1.4.3 The Statement is evidence that the Council has been able to continue to effectively manage its resources through the difficult economic conditions of the last few years, and that it is in a good position to deal with the continuing economic uncertainty and associated challenges that lie ahead. The particular points that highlight this are as follows:

- The General Fund balance has increased from £10.1m to £12.6m, in line with previous decisions made by Cabinet and Council, and is a consequence of slippage in both revenue and capital spend against the budget for 2012/13.
- The potential for slippage was identified at an early stage through regular monitoring reports, which enabled Cabinet to make informed and early decisions about future resource allocation.
- There was no need to borrow during the year, either for short-term cash flow purposes, or to fund the capital programme.
- The good financial position of the Council is a reflection of the robustness and effectiveness of the budget strategy process.

1.4.4 The key messages from the Statement are as follows:

- a) There has been an increase in Long Term Liabilities of £1.8m, which is primarily due to a change in the deficit on the Pension Fund, which has increased from £46.6m to £49.0m, which is a significantly smaller increase than was the case on the 2011/12 Balance Sheet. This movement reflects the actuary's short term view on the value of the Pension Funds' assets and differs from the three yearly, long term actuarial review.
- b) Assets Held for Sale have reduced by £2.9m following the disposals of 13 Tonbridge Road and the land at Hayle Place.
- c) There has been an increase in Current Assets of £2.4m, which is a reflection of money due from central government in respect of housing benefits.

1.4.5. The Committee will note that the Statement of Accounts includes details of Related Party Transactions which, in part, are based upon returns from Members and Senior Officers. The details included are based upon returns received to date and there are no follow up actions required from 2012/13.

1.4.6. Members will recall that the external auditors made a number of specific recommendations regarding the Statement of Accounts following their audit of the 2011/12 accounts. Particular issues were identified around capital accounting and revaluations. A



specialised fixed asset register system is in the process of being implemented to replace the current spreadsheet based system. It had been hoped that this would be in place for the 2012/13 closedown process, but this was not possible in the time available, however it will be fully operational in time for the 2013/14 closedown. There has been closer contact with the valuers in respect of the valuations for 2012/13 valuations and these were delivered within the agreed deadlines.

1.4.7. In addition the Grant Thornton audit team met with the finance team earlier this year to explain how the audit will work and what their expectations were in respect of information and working papers. A list of the required working papers was subsequently supplied and has been used by the Finance team during the closedown process.

1.4.8. The audit of the accounts commenced on 8<sup>th</sup> July 2013 and the External Auditor expects to formally issue his report to Members in good time to meet the Council’s statutory timetable.

1.5 Alternative Action and why not Recommended

1.5.1 There are no alternatives as the production of the Statement of Accounts is a statutory requirement.

1.6 Impact on Corporate Objectives

1.6.1 Production of a Statement of Accounts that do not contain any material or significant errors is a key element of the annual external assessment process. It is therefore important that the Statement meets this requirement.

1.7 Risk Management

1.7.1 The primary risk is that the Council fails to produce its accounts in accordance with the requirements of the Code of Practice. A risk assessment has been undertaken to mitigate this risk.

1.8 Other Implications

1.8.1

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment

X
X

- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management


1.8.2 Appendices

**Appendix A** – Draft un-audited Statement of Accounts 2012/13

Background Documents

None

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

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## **EXPLANATORY FOREWORD**

### **Review of 2012/13 Financial Year**

2012/13 has been another challenging year for the Council. In setting the budget for the year a series of changes were implemented to the medium term financial strategy and a plan put in place to deliver savings that would meet the Government reductions in funding whilst delivering the outcomes required by the Council's strategic plan. The Council has successfully delivered these changes for 2012/13.

After allowing for the carry forward of resources the revenue account showed a net underspend of £2.699m against the approved budget of £19.940m. The Capital Programme has remained significantly on target and is fully funded through asset disposals, grants and use of resources set aside from revenue. The rate of collection on Council Tax and Non-Domestic rates has remained at an acceptable level, and the return on investments made slightly exceeded the targeted figure over the course of the year.

The overall level of balances at 31<sup>st</sup> March 2013 was £12.578m, which was an increase of £2.474m over the year. This means that balances are above the minimum approved level of working balances by £4.518m.

Considered together, these factors will allow the Council to begin 2013/14 on a financially sound basis with the ability to consider options for the most appropriate use of the increased level of balances.

### **Statement of Accounts**

The Council's accounts for the year 2012/13, covering the period 1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2013, are set out on the following pages. They consist of:

1. The Primary Statements, consisting of the Movement in Reserves Statement, the Comprehensive Income & Expenditure Statement, the Balance Sheet and the Cash Flow Statement. The purpose of these statements is explained in more detail in the section following this foreword.
2. Notes to the Accounts – these provide more detailed analysis and information on significant balances and movements within the statements listed above.
3. The Collection Fund - shows the transactions of the Authority in relation to Non Domestic Rates, Council Tax and residual Community Charge (or Poll Tax). It illustrates the way in which these have been distributed to Preceptors and the General Fund.

All the figures in the above sections have been rounded to the nearest £1000.

This Statement has been produced in accordance with the requirements of the Code of Practice on Local Authority Accounting for 2012/13, which now requires the Statement to comply with International Financial Reporting Standards (IFRS), as adapted for the public sector.

## APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13

These accounts are preceded by the Annual Governance Statement and the Statement of Responsibilities.

In line with the Accounts & Audit Regulations 2011 the Statement of Accounts is now required to be signed off by the Responsible Financial Officer by 30<sup>th</sup> June, with the approval of the Audit Committee to be given by 30<sup>th</sup> September.

There were no significant changes to the accounting requirements for 2012/13.

Following the abolition by the Government of the Audit Commission the Statement for 2012/13 will be audited by Grant Thornton, who successfully tendered for the contract for external audit services.

The Council's financial year runs from 1<sup>st</sup> April to 31<sup>st</sup> March. A summary of the Balance Sheet as at 31<sup>st</sup> March 2013 is shown below:

<b>2011/12</b>		<b>2012/13</b>
<b>£000</b>		<b>£000</b>
62,298	Property, Plant & Equipment	60,816
10,279	Heritage Assets	10,334
12,469	Investment Properties	12,566
617	Other Long Term Assets	703
25,851	Money owed to the Council	28,283
(12,712)	Money owed by the Council	(13,799)
(49,455)	Long Term Liabilities	(51,250)
<b>49,347</b>	<b>Net Assets</b>	<b>47,653</b>
10,269	Usable Reserves	14,271
39,078	Unusable Reserves	33,382
<b>49,347</b>	<b>Total Reserves</b>	<b>47,653</b>

The major movements in the Balance Sheet can be summarised as follows:

- The increase in money owed to the Council is primarily money due from Central Government in respect of housing benefits.
- Long term liabilities have increased as a consequence of an increase in the pensions liability following the annual assessment of the fund by actuaries acting on behalf of Kent County Council.

### Comprehensive Income & Expenditure Statement

The Comprehensive Income & Expenditure Statement summarises the cost of all General Fund services provided by the Council. The total budget requirement was calculated to be £19.940m, which was funded as follows:

**APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13**

	<b>£000</b>
Revenue Support Grant	454
Non-Domestic Rate Income	5,923
Council Tax Income	13,563
<b>Total</b>	<b>19,940</b>

Parish precepts are not included in the above table.

The initial net spend of £20.193m was calculated as follows:

	<b>£000</b>
Total Budget Requirement (from previous table)	19,940
General Underspend	150
Planned Contributions from Balances	100
Invest to Save	3
<b>Net Spend on General Fund Services</b>	<b>20,193</b>

The actual spend for revenue purposes was £21.832m, and there was a net increase in balances of £2.474m. The General Fund Balances at 31<sup>st</sup> March 2013 were £12.578m. A summary of the revenue spend for 2012/13 is shown below:

<b>Portfolio</b>	<b>Original</b>	<b>Revised</b>	<b>Actual</b>	<b>Variance</b>
	<b>Estimate</b>	<b>Estimate</b>		<b>to</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>Revised</b>
				<b>£000</b>
Leader of the Council	993	672	467	(205)
Community & Leisure Services	7,901	8,341	8,145	(196)
Corporate Services	915	4,456	2,679	(1,777)
Economic Development & Transport	4,652	5,250	4,912	(338)
Environment	5,731	5,823	5,629	(194)
<b>Total Service Spending</b>	<b>20,193</b>	<b>24,542</b>	<b>21,832</b>	<b>(2,710)</b>

The revised estimate figure includes resources of £3.541m carried forward from 2011/12 to 2012/13.

Significant variances within the above figures are as follows:

- Within the Leader's portfolio there is an under spend of £0.221m on the Contingency budget. Part of this under spend relates to new burden grant received from the government during the year but relating to costs that the Council will incur in 2013/14, and this has been carried forward.
- The Development Management service in the Economic Development & Transport portfolio is reporting a total under spend of £0.353m. In the middle of 2012/13 financial year the Government approved a national increase in planning fees and the service has benefited from additional income. In addition resources for potential enforcement cases are being maintained by the service.

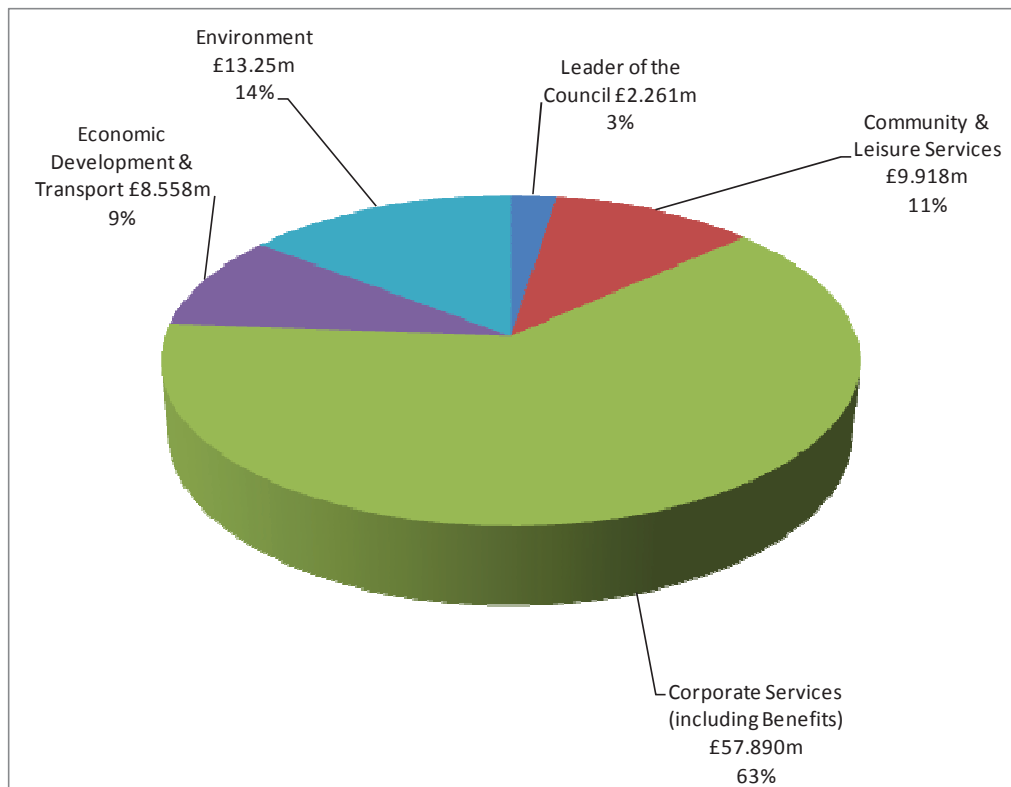
## APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13

- Within the Community & Leisure Services portfolio the Homelessness budget is over spent by £0.178m due to demand for that service resulting in extensive use of bed and breakfast providers during the year.
- Interest and investment income within the Corporate Services portfolio is showing a positive variance of £0.141m. This is due to higher levels of invested funds creating higher levels of interest received along with the correction of a misstated value for interest receivable in prior years' accounts.

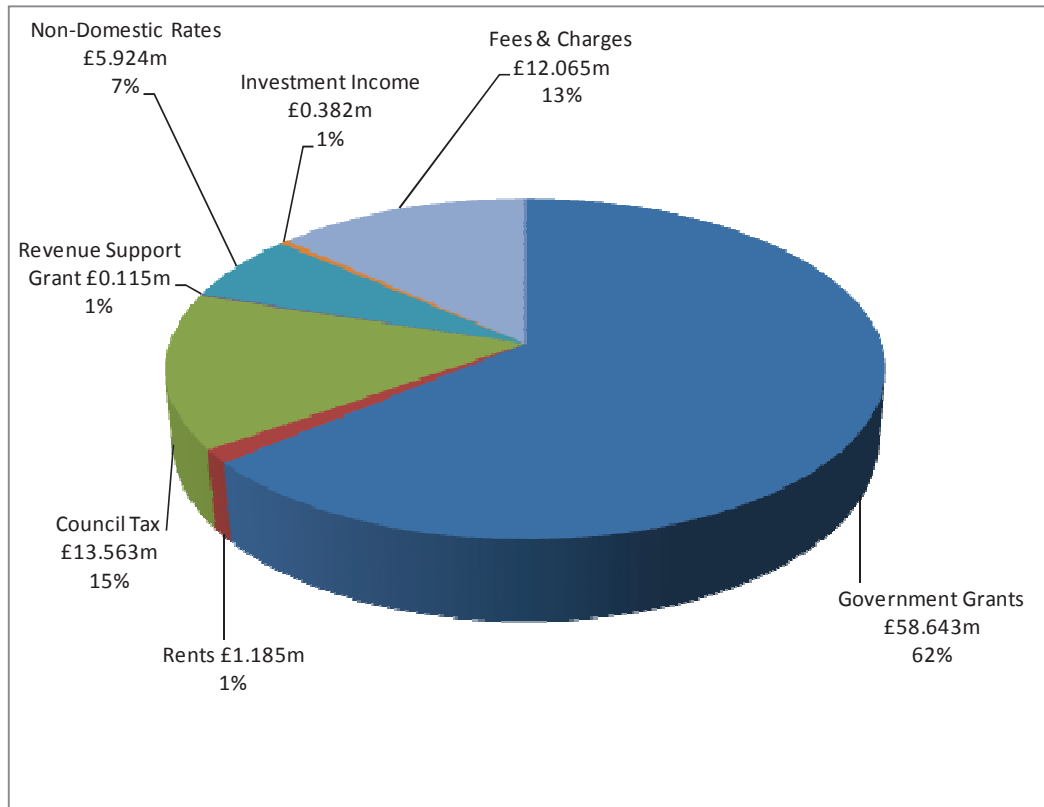
**Expenditure & Income** - The pie charts shown on the following page illustrate in broad terms where the Council's money comes from and the services that it provides.

15% of the Council's income came from the services it provided through rents, fees and charges and interest. The largest single source of income was Specific Government Grants, such as Rent Allowances, Council Tax Benefit and Housing Subsidy, which provide 63% of the total.

### Spending – Where it Went



**Income – Where it Came From**



**Capital Expenditure & Income**

The Council spent £5.008m on Capital Projects compared to an original estimate of £5.384m. As a result of unused resources carried forward to 2012/13 and other adjustments to the programme during the year the revised estimate was set at £4.757m. Significant elements of the capital spending were the Mote Park Regeneration Scheme (£0.946m), Renovation Grants (£0.860m), Support for Social Housing (£1.048m) and the High Street Regeneration Scheme (£0.808m).

A summary of capital expenditure is shown below:

	Original Estimate £000	Revised Estimate £000	Actual £000	Variance to Revised £000
Leader of the Council	0	0	0	0
Community & Leisure Services	1,610	1,465	3,720	(2,255)
Corporate Services	330	207	414	(207)
Economic Development & Transport	3,444	2,849	830	2,019
Environment	0	47	44	3
<b>Total</b>	<b>5,384</b>	<b>4,568</b>	<b>5,008</b>	<b>(440)</b>

The variance on Community & Leisure Services is due to the expenditure on the new play area at Cobtree Manor Park. However this is funded entirely by the Cobtree Manor Estate Trust therefore there is no impact on Council resources. The variance on Corporate Services is due to expenditure relating the IT shared



service arrangement with Tunbridge Wells and Swale, and they will be funding the majority of the expenditure. The variance on Economic Development & Transport was initial expenditure on phase 2 of the High Street Project, and this will be funded from resources identified in 2013/14.

Capital expenditure was funded as follows:

	<b>£000</b>
Revenue Support	0
Disposal of Assets - Current & Previous Years	2,624
Other Grants & Contributions	2,384
<b>Total</b>	<b>5,008</b>

The disposal of assets during the year realised capital receipts of £3.524m, and £0.966m of useable capital receipts have been carried forward for future use. In addition the Council has received £0.941m of funding to date from the Heritage Lottery Fund towards the Mote Park Regeneration Project. Funding of £0.296m has also been received from the Cobtree Manor Estate Trust towards the new play area at Cobtree Manor Park, and a further £0.286m was received to fund the new extension at the museum. Grants to the value of £0.558m have also been received from various sources to fund renovation grant payments.

### **Borrowing & Investments**

The Council has adopted the requirements of the CIPFA Prudential Code for Capital Finance. This has given individual authorities responsibility for deciding their own level of affordable borrowing, based on the guidelines laid out in the Code. However, there was no long-term borrowing during 2011/12, as there were sufficient resources available to fund the programme.

Investment income, which historically has been quite high, has now fallen to lower levels, with interest of £0.402m being generated in 2012/13. (The figure for 2011/12 was £0.316m). This is a reflection of the current low level of interest rates, along with the lower level of resources available for investment. The level of capital receipts has continued to fall as they are used to fund the capital programme, and the effects of the economic downturn means that the Council has had difficulty in disposing of surplus assets which would have generated significant capital receipts.

### **Collection Fund**

The Council is a Billing Authority, meaning it is responsible for collecting and paying over Council Tax contributions on behalf of Kent County Council, Kent Police Authority, Kent and Medway Towns Fire Authority, and the Parish Councils within the Borough area. The Council operates a Collection Fund into which it pays all income collected from the Council Tax and National Non-Domestic Rates. The demands on the Fund for 2012/13 totalling £90.062m were as follows:

## APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13

Authority	£000
Maidstone Borough Council	13,562
Kent County Council	63,899
Kent Police Authority	8,457
Kent & Medway Towns Fire & Rescue Authority	4,144
<b>Total</b>	<b>90,062</b>

The Band D level of Council Tax in 2012/13 was £1,476.80, which breaks down as follows:

Authority	£.p
Maidstone Borough Council	222.39
Kent County Council	1,047.78
Kent Police Authority	138.68
Kent & Medway Towns Fire & Rescue Authority	67.95
<b>Total</b>	<b>1,476.80</b>

Individual additions to the Council Tax level were made to cover Parish Precepts in parished areas. This level of Council Tax related to a property in Band D and by the application of statutory multipliers the corresponding amount was charged to all properties in Bands A-H.

### Pensions

Note 37 to the Balance Sheet refers to the Disclosure of Net Pension Assets and Liabilities. Under the requirements of IAS 19 (International Accounting Standard) on Retirement Benefits these figures are now reflected in the Council's Balance Sheet and Comprehensive Income & Expenditure Statement. The latest actuarial valuation carried out on behalf of the Kent County Council Pension Fund shows a small movement in the liability related to the pension scheme, from £46.556m in 2011/12 to £48.986m in 2012/13.

Employers' levels of contribution are determined by triennial actuarial valuations which are based on the Fund's actual investment strategy (rather than being based on corporate bond yields). The next triennial valuation takes place on 31<sup>st</sup> March 2013.

### Other Comments

No post balance sheet events were identified during the preparation of the Statement.

### Future Developments

Following the recent introduction of IFRS there are no significant changes currently proposed for local government accounting.

The ongoing economic situation will continue to have a significant effect on the financial position of the Council in 2013/14. With continuing uncertainty over

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new capital receipts, existing receipts will need to be used to fund the capital programme, which in turn will further reduce sums available to invest. Investment income will be a smaller source of income than in previous years due to continuing low interest rates, and there is also likely to continue to be reduced income from fees and charges.

There is also the likelihood of further pressures arising from the Government's commitment to reduce the national budget deficit. Cuts to central government funding have meant that substantial budget reductions will continue to be made over the next few years.

The Council will continue to explore ways of reducing its costs through efficiency savings, commercial initiatives, shared services and partnership working. There is now a formal arrangement with Swale and Tunbridge Wells Borough Councils in the form of the Mid-Kent Improvement Partnership (MKIP), and a number of partnership arrangements are now established covering Internal Audit, Licensing, Revenues & Benefits and Legal Services. The Council launched its first commercial venture offering a trade waste service during 2012/13, and will be looking at further initiatives

### **Authorised for Publication**

This Statement was authorised for publication on 28<sup>th</sup> June 2013, the date it was signed by the Director of Regeneration & Communities as presenting a true and fair view of the financial affairs of the Council for 2012/13.

## **EXPLANATION OF THE PURPOSE OF THE PRIMARY STATEMENTS**

### **Movement in Reserves Statement**

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

### **Comprehensive Income & Expenditure Statement**

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Councils raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.

### **Balance Sheet**

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Council is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

### **Cash Flow Statement**

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

## **ANNUAL GOVERNANCE STATEMENT**

To follow

## **STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS**

### **The Council's Responsibilities**

The Council is required to:

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

### **The Director of Regeneration & Communities' Responsibilities**

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

In preparing this Statement of Accounts, the Director of Regeneration & Communities has:

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

The Director of Regeneration & Communities has also:

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

I certify that this Statement of Accounts gives a true and fair view of the financial position of the Council at the reporting date and of its expenditure and income for the year ended 31<sup>st</sup> March 2013.

**Signed:**



Zena Cooke, Director of Regeneration & Communities

**Date: 28<sup>th</sup> June 2013**

## PRIMARY STATEMENTS

### MOVEMENT IN RESERVES STATEMENT

#### For the years ended 31<sup>st</sup> March 2012 & 2013

	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
<b>Balance at 31st March 2012</b>	10,104	55	110	10,269	39,078	49,347
<b>Movement in Reserves during 2012/13</b>						
Surplus or Deficit on the Provision of Services	(709)			(709)		(709)
Other Comprehensive Income or Expenditure					(985)	(985)
<b>Total Comprehensive Income or Expenditure</b>	<b>(709)</b>	<b>0</b>	<b>0</b>	<b>(709)</b>	<b>(985)</b>	<b>(1,694)</b>
Adjustments between Accounting Basis and Funding Under Regulation (Note 5)	3,184	989	539	4,711	(4,711)	0
<b>Net Increase or Decrease before Transfers to Earmarked Reserves</b>	<b>3,184</b>	<b>989</b>	<b>539</b>	<b>4,711</b>	<b>(4,711)</b>	<b>0</b>
Transfers to/from Earmarked Reserves						
<b>Increase or Decrease in Year</b>	<b>2,475</b>	<b>989</b>	<b>539</b>	<b>4,002</b>	<b>(5,696)</b>	<b>(1,694)</b>
<b>Balance at 31st March 2013</b>	<b>12,579</b>	<b>1,044</b>	<b>649</b>	<b>14,271</b>	<b>33,382</b>	<b>47,653</b>

	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
<b>Balance at 31st March 2011</b>	9,939	1,468	70	11,477	55,510	66,987
<b>Movement in Reserves during 2010/11</b>						
Surplus or Deficit on the Provision of Services	(2,630)			(2,630)		(2,630)
Other Comprehensive Income or Expenditure					(15,010)	(15,010)
<b>Total Comprehensive Income or Expenditure</b>	<b>(2,630)</b>			<b>(2,630)</b>	<b>(15,010)</b>	<b>(17,640)</b>
Adjustments between Accounting Basis and Funding Under Regulation (Note 5)	2,795	(1,413)	40	1,422	(1,422)	
<b>Net Increase or Decrease before Transfers to Earmarked Reserves</b>	<b>2,795</b>	<b>(1,413)</b>	<b>40</b>	<b>1,422</b>	<b>(1,422)</b>	
Transfers to/from Earmarked Reserves						
<b>Increase or Decrease in Year</b>	<b>165</b>	<b>(1,413)</b>	<b>40</b>	<b>(1,208)</b>	<b>(16,432)</b>	<b>(17,640)</b>
<b>Balance at 31st March 2012</b>	<b>10,104</b>	<b>55</b>	<b>110</b>	<b>10,269</b>	<b>39,078</b>	<b>49,347</b>

## COMPREHENSIVE INCOME & EXPENDITURE STATEMENT

For the years ended 31<sup>st</sup> March 2012 & 2013

2011/12 (Restated)				2012/13		
Gross Expenditure £000	Gross Income £000	Net Expenditure £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
23,962	(23,819)	143	Central services to the public	68,303	(67,733)	570
7,591	(2,479)	5,112	Cultural & Related Services	9,228	(3,976)	5,252
12,944	(3,635)	9,309	Environment & Regulatory Services	12,752	(5,195)	7,557
3,538	(1,183)	2,355	Planning Services	5,059	(1,830)	3,229
2,934	(3,246)	(312)	Highways and transport services	5,208	(5,651)	(443)
46,576	(42,644)	3,932	Other housing services	5,126	(1,906)	3,220
2,281	(34)	2,247	Corporate and democratic core	2,306	(168)	2,138
123		123	Non distributed costs	1,690	(4)	1,686
<b>99,949</b>	<b>(77,040)</b>	<b>22,909</b>	<b>Cost Of Services</b>	<b>109,672</b>	<b>(86,463)</b>	<b>23,209</b>
1,166	(621)	545	Other Operating Expenditure (Note 7)			731
3,077	(316)	2,761	Financing and Investment Income and Expenditure (Note 8)			814
	(23,585)	(23,585)	Taxation and Non-Specific Grant Income (Note 9)		(24,045)	(24,045)
		<b>2,630</b>	<b>(Surplus) or Deficit on Provision of Services</b>			<b>709</b>
		(1,592)	Surplus or deficit on revaluation of non current assets			(503)
		16,602	Actuarial gains / losses on pension assets / liabilities - Matching the entry to the pensions reserve			1,488
		<b>15,010</b>	<b>Other Comprehensive Income and Expenditure</b>			<b>985</b>
		<b>17,640</b>	<b>Total Comprehensive Income and Expenditure</b>			<b>1,694</b>

There were no items of a material nature that required a separate disclosure within Net Cost of Services.

2011/12 has been restated to reflect the inclusion of the Upper Medway Internal Drainage Board Levy in Other Operating Expenditure.



## BALANCE SHEET

As at 31<sup>st</sup> March 2012 & 2013

31st March 2012 £000		Notes	31st March 2013 £000
62,298	Property, Plant & Equipment	17	60,816
12,469	Investment Property	18	12,566
10,279	Heritage Assets	19	10,334
572	Intangible Assets	21	663
11	Long Term Investments	22	11
34	Long Term Debtors	26	30
<b>85,663</b>	<b>Long Term Assets</b>		<b>84,420</b>
7,000	Short Term Investments	22	7,000
3,475	Assets Held for Sale	24	550
104	Inventories	25	107
8,475	Short Term Debtors	26	14,096
6,797	Cash & Cash Equivalents	27	6,529
<b>25,851</b>	<b>Current Assets</b>		<b>28,282</b>
0	Cash & Cash Equivalents	27	77
7,239	Short Term Creditors	28	8,357
2,880	Provision for Bad Debts	29	3,052
994	Deferred Liability	32/33	729
1,599	Capital Grants Receipts in Advance	30	1,584
<b>12,712</b>	<b>Current Liabilities</b>		<b>13,799</b>
83	Provisions	35	140
2,806	Deferred Liability	32/33	2,124
46,566	Other Long Term Liabilities	37	48,986
<b>49,455</b>	<b>Long Term Liabilities</b>		<b>51,250</b>
<b>49,347</b>	<b>Net Assets</b>		<b>47,653</b>
10,269	Usable Reserves	34	14,271
39,078	Unusable Reserves	35	33,382
<b>49,347</b>	<b>Total Reserves</b>		<b>47,653</b>

## CASHFLOW STATEMENT

2011/12 £000	Notes	2012/13 £000
2,630	Net (surplus) or deficit on the provision of services	709
(250)	Adjustments to net surplus or deficit on the provision of services for non-cash movements	(1,550)
1,400	Adjustments for items included in the net surplus or deficit on the provision of services that are investing & financing activities	6,547
<u>3,780</u>	<b>Net cash flows from Operating activities</b>	<u>5,706</u>
(2,368)	Investing Activities	(4,838)
66	Financing Activities	(524)
<u>1,478</u>	<b>Net increase or decrease in cash &amp; cash equivalents</b>	<u>344</u>
(8,275)	Cash & cash equivalents at the beginning of the reporting period	(6,797)
<u>(6,797)</u>	<b>Cash &amp; cash equivalents at the end of the reporting period</b>	<u>(6,452)</u>

## NOTES TO THE ACCOUNTS

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### 1 - ACCOUNTING POLICIES

#### a) GENERAL PRINCIPLES

The Statement of Accounts summarises the Council's transactions for the 2012/13 financial year and its position at the year-end of 31<sup>st</sup> March 2013. The Authority is required to prepare an annual Statement of Accounts by the Accounts & Audit Regulations 2011 which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the UK 2012/13 and the Service Reporting Code of Practice 2012/13, supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under the 2011 Act.

The financial information contained in the accounts has the following qualitative characteristics, as laid out in the Code of Practice on Local Authority Accounting:

- Relevance
- Reliability
- Comparability
- Understandability

In addition, the following accounting concepts have been given precedence in the preparation of the accounts:

- Going concern
- Primary legislative requirements

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets.

#### b) ACCRUALS OF INCOME & EXPENDITURE

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

- Revenue from the sale of goods is recognised when the Council transfers the significant risk and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Revenue from the provision of services is recognised when the Authority can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.

- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

### **c) CASH & CASH EQUIVALENTS**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

### **d) EXCEPTIONAL ITEMS**

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

### **e) PRIOR PERIOD ADJUSTMENTS, CHANGES IN ACCOUNTING POLICIES AND ESTIMATES & ERRORS**

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

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Council's financial position or financial performance. Where a change is made, it

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is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

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

#### **f) CHARGES TO REVENUE FOR NON-CURRENT ASSETS**

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

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

The Council is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisation.

#### **g) EMPLOYEE BENEFITS**

##### **Benefits Payable During Employment**

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

##### **Termination Benefits**

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the Non Distributed Costs line in the Comprehensive Income & Expenditure Statement when the Council is demonstrably committed to the termination of an officer or a group of officers or making an offer or making an offer to encourage voluntary redundancy.

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

### **Post Employee Benefits**

Employees of the Council are members of the Local Government Pensions Scheme, administered by Kent County Council (KCC). The Scheme is accounted for as a defined benefits scheme:

- The liabilities of the KCC pension scheme attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc and projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate specified by the actuaries (based on the indicative rate of return on high quality corporate bonds.)
- The assets of the KCC pension fund attributable to the Council are included in the Balance Sheet at their fair value:
  - Quoted securities – current bid price
  - Unquoted securities – professional estimate
  - Unitised securities – current bid price
  - Property – market value
- The change in net pensions liability is analysed into seven components:
  - Current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Income & Expenditure Account to the revenue accounts of services for which the employees worked.
  - Past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Net Cost of Services in the Income & Expenditure Account as part of Non Distributed Costs.
  - Interest cost – the expected increase in the present value of liabilities during the year as they move one year closer to being paid – debited to Net Operating Expenditure in the Income & Expenditure Account.

- Expected return on assets – the annual investment return on the fund assets attributable to the Council, based on an average of the expected long-term return – credited to Net Operating Expenditure in the Income & Expenditure Account.
- Gains/losses on settlements & curtailments – the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees - debited to the Net Cost of Services in the Income & Expenditure Account as part of Non Distributed Costs.
- Actuarial gains & losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to the Statement of Total Recognised Gains & Losses.
- Contributions paid to KCC pension fund – cash paid as employers' contributions to the pension fund.

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

### **Discretionary Benefits**

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

### **h) EVENTS AFTER THE BALANCE SHEET DATE**

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

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

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

### **i) FINANCIAL INSTRUMENTS**

Financial Liabilities:

Financial Liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Interest is charged to the Financing and Investment Income & Expenditure line in the Comprehensive Income & Expenditure Account.

Financial Assets:

Financial assets are classified into two types:

- Loans & Receivables – assets that have fixed or determinable payments but are not quoted on an open market.
- Available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments.

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

### **j) GOVERNMENT GRANTS & CONTRIBUTIONS**

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

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

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



specified, or future economic benefits or service potential must be returned to the transferor.

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

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

## **k) HERITAGE ASSETS**

### **Tangible Heritage Assets (described in this summary of significant accounting policies as heritage assets)**

The Council's Heritage Assets fall into the following main categories:

- Museum Exhibits
- War Memorials
- Statues, Sculptures and other works of art
- Listed Buildings

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

- Replacement Cost
- Purchase Cost
- Insurance Valuation

Where it is considered impractical (in terms of cost and/or benefit) to obtain a valuation there is no requirement to do so, but any assets that are treated in this way must be disclosed in the Heritage Assets note.

The carrying amount of Heritage Assets are reviewed where there is evidence of impairment e.g. where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the Council's general policies on impairment.

## **I) INTANGIBLE ASSETS**

Expenditure on non-monetary assets that do not have physical substance but are identifiable and controlled by the Council (i.e. software licences) is capitalised when it will bring benefits to the Council for more than one financial year. The balance is amortised to the relevant service revenue account over the economic life of the investment to reflect the pattern of consumption of benefits.

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

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income & Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income & Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income & Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

## **m) INVENTORIES & LONG-TERM CONTRACTS**

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the First-In First-Out costing formula.

Long-term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works received under the contract during the financial year.

## **n) INVESTMENT PROPERTIES**

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

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's-length. Properties are not depreciated but are revalued annually according to market conditions at year-end. Gains and losses on revaluation are posted to the Financing and Investment Income &

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Expenditure line in the Comprehensive Income & Expenditure Statement. The same treatment is applied to gains and losses on disposal.

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

## **o) LEASES**

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

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

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

### **The Council as Lessee**

Finance Leases:

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

Lease payments are apportioned between:

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

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

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

Operating Leases:

Rentals paid under operating leases are charged to the Comprehensive Income & Expenditure Statement as an expense of the service benefiting from the use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of the payments.

### **The Council as Lessor**

Finance Leases:

The Council has no leases classified as finance leases.

Operating Leases:

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

### **p) OVERHEADS & SUPPORT SERVICES**

The costs of support services and overheads are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA Service Reporting Code of Practice 2012/13. The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion with the benefits used, with the exception of:

- Corporate & Democratic Core – costs relating to the Council’s status as a multi-functional democratic organisation.
- Non-distributed Costs – the cost of discretionary benefits awarded to employees retiring early.

These two cost categories are defined in the Service Expenditure Reporting Code of Practice 2012/13 and accounted for as separate headings in the

Comprehensive Income & Expenditure Statement, as part of Net Expenditure on Continuing Services.

### **q) PROPERTY, PLANT & EQUIPMENT**

Assets that have physical substance and are held for use in the provision of services or for administrative purposes on a continuing basis.

#### **Recognition**

All expenditure on the acquisition, creation or enhancement of Property, Plant & Equipment is capitalised on an accruals basis in the accounts. Expenditure on fixed assets is capitalised, provided that the asset value is over £10,000 and yields benefits to the Council and the services it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged direct to service revenue accounts.

#### **Measurement**

Assets are initially measured at cost, comprising:

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

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

- Infrastructure, Community Assets and Assets Under Construction - Depreciated Historical Cost
- All other Assets – Fair Value, determined as the amount that would be paid for the asset in its existing use (Existing Use Value – EUV)

Where there is no market-based evidence of Fair Value because of the specialist nature of an asset, Depreciated Replacement Cost (DRC) is used as an estimate of Fair Value.

Where non-property assets that have short useful lives or low values (or both), Depreciated Historical Cost basis is used as a proxy for Fair Value.

Assets included in the Balance Sheet at Fair Value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their Fair Value at the year-end, but as a minimum every 5 years. Increases in valuation are matched by credits to the Revaluation Reserve to recognise unrealised gains. (Exceptionally, gains might be credited to the Comprehensive Income & Expenditure Statement where they arise from the reversal of a loss previously charged to a service.)

Where decreases in value are identified, they are accounted for by:

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income & Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1<sup>st</sup> April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

### **Component Accounting**

International Accounting Standard 16 (IAS16) – Property, Plant and Equipment (PPE) contains the accounting requirements for the separate recognition, depreciation and derecognition of parts of assets (referred to as componentisation). Componentisation shall be applied for depreciation purposes on enhancement, acquisition expenditure incurred and revaluations carried out from 1st April 2010.

Components that are required to be depreciated separately are those that have a cost that is significant in relation to the total cost of the asset, a different useful life and method of depreciation.

The policy adopted is as follows:

- Components of an asset will be separated where their value is significant in relation to the total value of the asset and where those components have different useful lives to the remainder of the asset for depreciation purposes.
- Where there is more than one significant component part of the same asset with the same useful life, such component parts will be group together for depreciation purposes.
- A component may be an individual item or similar items with similar useful lives grouped.
- Where a component is replaced or restored, the carrying amount of the old component will be derecognised and the new component added. Where the carrying value of the derecognised/replaced component is not known a best estimate will be determined by reference to the current cost.
- Only assets with a gross book value of £1.5 million and over will be considered for componentisation.
- Of those assets, for the purpose of determining a 'significant' component of an asset, components with a value of 25% in relation to the overall value of the asset or over £500,000 will be considered and then only if the component has a different useful life for depreciation purposes so as to result in depreciation charges that differ materially from the depreciation charges had the asset not been componentised.

- On componentisation any Revaluation Reserve balances will remain with the structure of the building. Any future revaluation gains and losses will be applied across components as appropriate.

### **Impairment**

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

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

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against the balance (up to the amount of the accumulated gains)
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income & Expenditure Statement.

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

### **Depreciation**

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

Depreciation is calculated on the following bases:

- Buildings – straight-line allocation over the useful life of the property as estimated by a suitably qualified officer.
- Vehicles, Plant, Furniture & Equipment – straight-line allocation over the useful life of the asset as estimated by a suitably qualified officer.
- Infrastructure - straight-line allocation over 20 years.

Where an item of Property, Plant & Equipment has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. This is a straight-line allocation over the useful life of the component as estimated by a suitably qualified officer.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and depreciation that



would have been charged based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

### **Disposals & Non-current Assets Held for Sale**

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower value of this amount and Fair Value less costs to sell. Where there is a subsequent decrease to Fair Value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income & Expenditure Statement. Gains in Fair Value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

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

Assets that are to be abandoned or scrapped are not classified as Assets Held for Sale.

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

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. These are credited to the Capital Receipts Reserve, and can then only be used for new capital investment. Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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



**r) DEFERRED LIABILITIES**

Deferred Liabilities are recognised under the terms of IFRIC 12 (IFRS Interpretations Committee) and the arrangement is recognised as a service concession, and accounted for accordingly. This generally involves the grantor (the Council) conveying to the operator (Serco) for the period of the concession the right to provide services that give the public access to major economic and social facilities, in this instance Maidstone Leisure Centre.

**s) CONTINGENT LIABILITIES/ASSETS**

Contingent liabilities and assets are recognised in the notes to the Balance Sheet. The contingent liability is not recognised within the accounts as the date of the possible transaction concerned is not sufficiently certain at this stage. The contingent asset is not accrued in conformity with the concept of prudence.

**t) RESERVES**

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income & Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against Council Tax for the expenditure.

Certain reserves are kept to manage the accounting process for non-current assets, retirement and employee benefits and do not represent usable resources for the Council – these reserves are explained in the relevant properties.

**u) REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE**

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of fixed assets has been charged as expenditure to the relevant service revenue account in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer to the Capital Adjustment Account then reverses out the amounts charged in the Movement in Reserves Statement so there is no impact on the level of Council Tax.

**v) VALUE ADDED TAX**

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

**w) REDEMPTION OF DEBT**

The policy regarding debt redemption is only to redeem debt when, taking into account all circumstances regarding current and potential future borrowing controls, and Housing Subsidy, it is economic and viable to do so. As the Council is currently debt-free, the policy is to use current and future capital receipts in a

prudent manner, and it is not planned to borrow over the period of the Financial Plan.

### **x) DEBTORS AND CREDITORS**

The revenue accounts for the Council are maintained on an accruals basis in accordance with the Code of Accounting Practice and standard accounting practice. That is, sums due to or from the Council during the year are included whether or not the cash has actually been received or paid in the year.

An exception to this principle relates to electricity and similar quarterly payments which are charged at the date of the meter reading rather than being apportioned between financial years. This policy is consistently applied each year and therefore does not have a material effect on the year's accounts.

Internal Debtors are netted against internal Creditors on consolidation.

### **y) COLLECTION FUND ACCOUNTING**

Following detailed consideration of the role performed by Councils such as Maidstone BC in collecting Council Tax, CIPFA have determined that these councils known as

'billing authorities' act as 'agents' collecting council tax on behalf of the major preceptors and business rates on behalf of the Government. This means changes have been made to the accounts as follows:

#### **Council Tax**

The proportion of council tax arrears and prepayments, the collection fund balance and allowance for doubtful debts at the year end relating to the Maidstone BC demand on the Collection Fund are all that is now shown on the Balance Sheet. For this reason the balances as at 31st March 2009 were restated and allocated between the Council and its major preceptors as shown in the note to the accounts on prior period adjustments. Adjusting entries have been made to a new account called the Collection Fund Adjustment account.

The Collection Fund adjustment account will continue to be used in future years to hold the adjustments relating to the balances in respect of Kent County Council, Kent Police and Kent & Medway Towns Fire Authority to prevent this change in policy having an impact on the Income and Expenditure of Maidstone BC and the council tax payers. Equal and opposite adjustments will also be made in the accounts of the organisations stated above.

#### **Business Rates (NNDR)**

Business Rates will continue to be collected by Maidstone BC as billing authority and paid over to the Government 'NNDR pool'. However, arrears, prepayments and provisions for doubtful debts in respect of business rates will not now be shown separately on the Balance Sheet. These will be consolidated into one entry with the amount payable to or from the NNDR pool and will be shown as a net debtor or creditor as appropriate. Again a prior period adjustment as at 31st March 2009 was made to ensure that the comparative figures are prepared on

the same basis and details are shown in the note to the accounts on prior period adjustments.

**z) MINIMUM REVENUE PROVISION**

The Minimum Revenue Provision (MRP) is a statutory charge relating to the repayment of debt. It represents the Council's underlying need to borrow for capital expenditure. There is a general duty upon the Council to make an amount of MRP which it considers 'prudent'.

The Council has no borrowing, but has identified that it has three contractual arrangements that are classified as finance leases under the requirements of IFRIC 4. The repayments under these leases therefore need to be treated as a borrowing arrangement. The MRP amount that is set aside is equivalent to the value of the annual principal repayments on the contracts .

## **2 - CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES**

In applying the accounting policies set out in Note 2, the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- A comprehensive review of all property leases has been undertaken to determine whether they should be classified as an operating lease (which are off-Balance Sheet), or a finance lease (which is on-Balance Sheet). The result of this review was that the Council currently has no property leases which need to be classified as finance leases.
- A further review of service contracts was also undertaken in accordance with the requirements of IFRIC 4 to determine whether any of the contractual arrangements contain the substance of a finance lease. It was determined that the refuse collection and park & ride contracts were classified as containing finance leases for the vehicles involved in the delivery of the service, and these have now been included with Property, Plant & Equipment on the Balance Sheet.
- It has been determined that an arrangement between the Council and the managing contractor of the Leisure Centre is classified as a service concession arrangement. Under the terms of the arrangement the Council makes regular payments over a 15 year period to cover the costs of major refurbishment works which have been undertaken by the contractor.
- A review of the Council's property portfolio has been undertaken to determine which assets should be classified as Investment Properties. These are those assets held solely to generate rental income or which are held for capital appreciation. A number of assets were classified under this heading, which is shown on the face of the Balance Sheet.
- A review was undertaken to identify what assets the Council owns could potentially be classified as Heritage Assets. Once a list had been established it was determined which of these met the criteria to be classified as a Heritage Asset, and a further judgement was required to determine the appropriate basis for valuation, or whether details of the asset should be disclosed in the note only.

### **3 - ASSUMPTIONS MADE ABOUT THE FUTURE & OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY**

The Statement of Accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Council's Balance Sheet at 31<sup>st</sup> March 2013 for which there is a significant risk of material adjustment in the forthcoming year are as follows:

#### **Property, Plant & Equipment**

Uncertainties:

Assets are depreciated over useful lives that are dependent upon assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to the assets.

Effect if actual results differ from assumptions:

If the useful life of assets is reduced depreciation increases and the carrying amount of the asset falls. It is estimated that the annual depreciation charge for buildings would increase by £20,000 for every year that useful lives had to be reduced.

#### **Pensions Liability**

Uncertainties:

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries (Barnett Waddingham) is engaged to provide the Council with expert advice about the assumptions to be applied.

Effect if actual results differ from assumptions:

The effect on the net pensions liability of changes in individual assumptions can be measured. For instance, a 0.5% increase in the discount rate assumption would result in a decrease in the pension liability of £12.605m. However, the assumptions interact in complex ways. A one year decrease in the mortality age rating assumption would result in an increase to the pension liability of £4.786m.

## **Arrears**

### Uncertainties:

At 31<sup>st</sup> March 2013 the Council had a balance of sundry debtors for £14.096m. A review of significant balances suggested that a provision of doubtful debts for £2.632m was appropriate. However, in the current economic climate it is not certain that such an allowance would be sufficient.

### Effect if actual results differ from assumptions:

If collection rates were to deteriorate, a doubling of the amount of the impairment of doubtful debts would require an additional £1.3m to set aside as an allowance.

## **Financial Instruments**

### Uncertainties:

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure.

### Effect if actual results differ from assumptions:

Current income for the year on the Council's investments was £0.316m. If interest rates had been 1% higher then the interest receivable upon its variable rate investments would have been £140,000 more. If the rates were 1% less this would be reversed.

#### **4 - ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED**

International Accounting Standard 8 requires the Council to disclose the expected impact of new standards that have been issued, but not yet adopted.

The only standard that is likely to apply to the Council is as follows:

- IAS 19 – Employee Benefits: These are disclosures, relating to the Council’s specific circumstances, explaining that there are new classes of components of defined benefit cost to be recognised in the financial statements.

#### **5 - ADJUSTMENTS BETWEEN ACCOUNTING BASIS & FUNDING BASIS UNDER REGULATIONS**

This note details the adjustments that are made to total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure.

**APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13**

2011/12				2012/13			
General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Movement in Unusable Reserves £000	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Movement in Unusable Reserves £000
<b>Adjustments primarily involving the Capital Adjustment Account</b>							
<b>Reversal of items debited or credited to the Comprehensive Income &amp; Expenditure Statement:</b>							
2,483			<b>2,483</b>				<b>2,588</b>
296			<b>296</b>				<b>17</b>
550			<b>550</b>				<b>0</b>
2,030			<b>2,030</b>				<b>(98)</b>
183			<b>183</b>				<b>251</b>
(2,592)			<b>(2,592)</b>				<b>(2,384)</b>
4,087			<b>4,087</b>				<b>3,328</b>
							<b>277</b>
							<b>194</b>
			<b>0</b>				<b>(3,415)</b>
<b>Insertion of items not debited or credited to the Comprehensive Income &amp; Expenditure Statement</b>							
(935)			<b>(935)</b>				<b>(948)</b>
(2,559)			<b>(2,559)</b>				<b>0</b>
<b>Adjustments primarily involving the Capital Grants Unapplied Account</b>							
(40)		40	<b>0</b>			539	<b>0</b>
			<b>0</b>				<b>0</b>
<b>Adjustments primarily involving the Capital Receipts Reserve</b>							
(359)	1,121		<b>762</b>		3,613		<b>6,538</b>
	(2,500)		<b>(2,500)</b>		(2,624)		<b>(2,624)</b>
22	(22)		<b>0</b>				<b>0</b>
<b>Adjustments primarily involving the Deferred Capital Receipts Reserve</b>							
			<b>0</b>				<b>0</b>
<b>Adjustments primarily involving the Pensions Reserve</b>							
2,296			<b>2,296</b>				<b>3,688</b>
(2,674)			<b>(2,674)</b>				<b>(2,756)</b>
<b>Adjustments primarily involving the Collection Fund Adjustment Account</b>							
			<b>0</b>				<b>0</b>
<b>Adjustments primarily involving the Accumulated Absences Account</b>							
(5)			<b>(5)</b>				<b>56</b>
<b>2,783</b>	<b>(1,401)</b>	<b>40</b>	<b>1,422</b>	<b>3,184</b>	<b>989</b>	<b>539</b>	<b>4,711</b>



## 6 - MATERIAL ITEMS OF INCOME & EXPENSE

Within the Comprehensive Income & Expenditure Statement are the following material items:

### Income:

- Recognition of capital grants received - £2.384m \*

### Expense

- Revenue Expenditure Funded by Capital Under Statute (Renovation Grants) - £2.280m \*
- Revenue Expenditure Funded by Capital Under Statute (Social Housing Grants) - £1.048m \*

\* These entries are required under the IFRS Code of Practice to be charged to revenue in the first instance. However, they are subsequently reversed out through the Movement in Reserves Statement to ensure that they do not impact upon the bottom line of the General Fund.

## 7 - OTHER OPERATING EXPENDITURE

These are corporate items of income and expenditure that cannot reasonably be allocated or apportioned to services.

	<b>2012/13 (Restated)</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
Parish Council precepts	1,116	1,044
Levies	105	110
Payments to the Government Housing Capital Receipts Pool	0	12
Miscellaneous Income	0	(42)
Gains/losses on the disposal of non-current assets	(490)	(579)
	<b>731</b>	<b>545</b>

The only levy due is to the Upper Medway Internal Drainage Board. This is not a new payment, but has previously been included in Net Cost of Services within the Comprehensive Income & Expenditure Statement. The 2011/12 figures have been restated to reflect the correct classification.

## 8 - FINANCING AND INVESTMENT INCOME & EXPENDITURE

These are corporate items of income and expenditure arising from the Council's involvement in financial instruments and similar transactions involving interest or the unwinding of discounts.

	2012/13 £000	2011/12 £000
Interest payable and similar charges	384	414
Pensions interest cost & expected return on pensions assets	1,289	697
Interest receivable and similar income	(402)	(316)
Income & Expenditure in relation to investment properties and changes in their fair value	(457)	1,966
	<b>814</b>	<b>2,761</b>

## 9 - TAXATION & NON-SPECIFIC GRANT INCOMES

This note consolidates all the grants and contributions receivable that cannot be identified to particular service expenditure. However, all capital grants and contributions are shown in this note, whether they are service specific or not.

	2012/13 £000	2011/12 £000
Council tax income	14,746	14,470
Government Grants	6,377	4,951
Non-ringfenced government grants	0	1,531
Capital grants & contributions	2,923	2,633
	<b>24,045</b>	<b>23,585</b>

## 10 - AMOUNTS REPORTED FOR RESOURCE ALLOCATION DECISIONS

The analysis of income and expenditure by service on the face of the Comprehensive Income & Expenditure Statement is that specified by the Best Value Accounting Code of Practice. However, decisions about resource allocation are taken by the Council's Cabinet on the basis of budget reports analysed across Cabinet Member portfolios.

The income and expenditure of the individual Member portfolios recorded in budget reports is as follows:

## APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13

Portfolio Holder Income & Expenditure 2012/13	Leader of the Council £000	Community & Leisure £000	Corporate Services £000	Economic Development & Transport £000	Environment £000	Total £000
Fees, charges & other service income	(83)	(1,262)	(1,676)	(3,646)	(5,787)	(12,454)
Government Grants	(1,710)	(447)	(56,138)	0	(9)	(58,304)
<b>Total income</b>	<b>(1,793)</b>	<b>(1,709)</b>	<b>(57,814)</b>	<b>(3,646)</b>	<b>(5,796)</b>	<b>(70,758)</b>
Employee expenses	794	1,584	7,496	2,053	3,841	15,768
Other service expenses	753	7,923	61,638	5,177	9,568	85,059
Support service recharges	713	346	(7,263)	1,329	(1,985)	(6,860)
<b>Total expenditure</b>	<b>2,261</b>	<b>9,854</b>	<b>61,871</b>	<b>8,558</b>	<b>11,424</b>	<b>93,967</b>
<b>Net Expenditure</b>	<b>468</b>	<b>8,144</b>	<b>4,057</b>	<b>4,912</b>	<b>5,628</b>	<b>23,209</b>

Portfolio Holder Income & Expenditure 2011/12 comparative figures (Restated)	Leader of the Council £000	Community & Leisure £000	Corporate Services £000	Economic Development & Transport £000	Environment £000	Total £000
Fees, charges & other service income	(804)	(862)	(1,305)	(4,238)	(5,206)	(12,415)
Government Grants	(1,076)	(75)	(53,162)	(34)	(47)	(54,394)
<b>Total income</b>	<b>(1,880)</b>	<b>(937)</b>	<b>(54,467)</b>	<b>(4,272)</b>	<b>(5,253)</b>	<b>(66,809)</b>
Employee expenses	1,047	1,835	6,341	2,300	3,963	15,486
Other service expenses	854	3,114	58,901	10,663	10,749	84,281
Support service recharges	572	8	(8,073)	1,270	(3,826)	(10,049)
<b>Total expenditure</b>	<b>2,473</b>	<b>4,957</b>	<b>57,169</b>	<b>14,233</b>	<b>10,886</b>	<b>89,718</b>
<b>Net Expenditure</b>	<b>593</b>	<b>4,020</b>	<b>2,702</b>	<b>9,961</b>	<b>5,633</b>	<b>22,909</b>

### Reconciliation of Portfolio Holder Income & Expenditure to Cost of Services in the Comprehensive Income & Expenditure Statement

This reconciliation shows how the figures in the analysis of portfolio holder income and expenditure relate to the amounts included in the Comprehensive Income & Expenditure Statement.

	2012/13 £000	2011/12 £000
Net Expenditure in Portfolio Analysis	23,209	22,909
Amounts reported below the line on the Net Cost of Services	0	0
<b>Cost of services in Comprehensive Income &amp; Expenditure Statement</b>	<b>23,209</b>	<b>22,909</b>

### Reconciliation to Subjective Analysis

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This reconciliation shows how the figures in the analysis of portfolio holder income and expenditure relate to a subjective analysis of the Surplus or Deficit on the Provision of Services included in the Comprehensive Income & Expenditure Statement.

<b>2012/13</b>	<b>Portfolio holder analysis £000</b>	<b>Below the line on Net Cost of Services £000</b>	<b>Net Cost of Services £000</b>	<b>Corporate Amounts £000</b>	<b>Total £000</b>
Fees, charges & other service income	(12,454)		(12,455)		(12,455)
Interest & investment income			0	(402)	(402)
Income from council tax			0	(14,743)	(14,743)
Government grants and contributions	(58,304)		(58,304)	(9,301)	(67,605)
<b>Total Income</b>	<b>(70,757)</b>	<b>0</b>	<b>(70,758)</b>	<b>(24,445)</b>	<b>(95,204)</b>
Employee expenses	15,768		15,768	1,289	17,057
Other service expenses	85,059		85,059	(457)	84,602
Support Service recharges	(6,860)		(6,860)		(6,860)
Depreciation, amortisation and impairment			0		0
Interest Payments			0	384	384
Precepts & Levies			0	1,220	1,220
Payments to Housing Capital Receipts Pool			0		0
Gain or Loss on Disposal of Fixed Assets			0	(490)	(490)
<b>Total Expenditure</b>	<b>93,967</b>	<b>0</b>	<b>93,967</b>	<b>1,946</b>	<b>95,913</b>
<b>Surplus or deficit on the provision of services</b>	<b>23,210</b>	<b>0</b>	<b>23,209</b>	<b>(22,500)</b>	<b>709</b>

<b>2011/12 comparative figures (Restated)</b>	<b>Portfolio holder analysis £000</b>	<b>Below the line on Net Cost of Services £000</b>	<b>Net Cost of Services £000</b>	<b>Corporate Amounts £000</b>	<b>Total £000</b>
Fees, charges & other service income	(12,415)		(12,415)		(12,415)
Interest & investment income			0	(316)	(316)
Income from council tax			0	(14,470)	(14,470)
Government grants and contributions	(54,394)		(54,394)	(9,115)	(63,509)
<b>Total Income</b>	<b>(66,809)</b>	<b>0</b>	<b>(66,809)</b>	<b>(23,901)</b>	<b>(90,710)</b>
Employee expenses	15,486		15,486	697	16,183
Other service expenses	84,281		84,281	1,924	86,205
Support Service recharges	(10,049)		(10,049)		(10,049)
Depreciation, amortisation and impairment			0		0
Interest Payments			0	414	414
Precepts & Levies			0	1,154	1,154
Payments to Housing Capital Receipts Pool			0	12	12
Gain or Loss on Disposal of Fixed Assets			0	(579)	(579)
<b>Total Expenditure</b>	<b>89,718</b>	<b>0</b>	<b>89,718</b>	<b>3,622</b>	<b>93,340</b>
<b>Surplus or deficit on the provision of services</b>	<b>22,909</b>	<b>0</b>	<b>22,909</b>	<b>(20,279)</b>	<b>2,630</b>

2011/12 has been restated to reflect the inclusion of the Upper Medway Internal Drainage Board Levy in Other Operating Expenditure.

## 11 - TRADING OPERATIONS

The Council has established 8 trading units where the service manager is required to operate in a commercial environment and balance their budget by generating income from other parts of the Council or other organisations. Details of those units are as follows:

Operation		2012/13 £000	2011/12 £000	2011/12 £000	£000
<b>Market</b>	Turnover	323		649	
	Expenditure	383		520	
	Surplus/(Deficit)		<b>(60)</b>		<b>129</b>
<b>Parkwood Industrial Estate</b>	Turnover	392		363	
	Expenditure	28		36	
	Surplus/(Deficit)		<b>364</b>		<b>327</b>
<b>Pay &amp; Display Car Parking</b>	Turnover	1,539		1,649	
	Expenditure	606		798	
	Surplus/(Deficit)		<b>933</b>		<b>851</b>
<b>On-street Car Parking</b>	Turnover	703		598	
	Expenditure	512		558	
	Surplus/(Deficit)		<b>191</b>		<b>40</b>
<b>Consolidated result of remaining trading units</b>	Turnover	1,732		3,287	
	Expenditure	1,732		3,287	
	Surplus/(Deficit)		<b>0</b>		<b>0</b>
<b>Net surplus/(Deficit) on trading operations</b>			<b>1,428</b>		<b>1,346</b>

## 12 - MEMBERS' ALLOWANCES

The total sum of Members Allowances paid during 2012/13 totalled £384,617. (£375,922 in 2011/12).

The Council also produce a statement, in accordance with provision 1021 – 15(3) of the Local Authorities (Members Allowance) (England) Regulations 2003, giving details of allowances paid to Members for the year. This can be viewed on the Council's website:

<http://www.maidstone.gov.uk/council/councillors/councillor-allowances>

### 13 - OFFICERS' REMUNERATION

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

2012/13	Salary (including Fees & Allowances) £000	Benefits in Kind (e.g. Car Allowance) £000	Total Remuneration excluding Pension Contributions £000	Pension Contributions £000	Total Remuneration including Pension Contributions £000
Chief Executive	111	13	124	15	139
Director of Change, Planning & the Environment	96	4	100	13	113
Director of Regeneration & Communities	96	4	100	13	113
Head of Legal Services	66	4	70	9	79

2011/12	Salary (including Fees & Allowances) £000	Benefits in Kind (e.g. Car Allowance) £000	Total Remuneration excluding Pension Contributions £000	Pension Contributions £000	Total Remuneration including Pension Contributions £000
Chief Executive	106	16	122	14	136
Director of Change, Planning & the Environment	94	5	99	13	112
Director of Regeneration & Communities	94	4	98	13	111
Head of Legal Services	66	4	70	9	79

Senior Officers are defined as those who sit on the Corporate Leadership Team.

The Council's other employees receiving more than £50,000 remuneration for the year (excluding employer's pension contributions) were paid the following amounts:

Remuneration Band	2012/13 No.of employees	2011/12 No.of employees
£50,000 - £54,999	4	5
£55,000 - £59,999	2	4
£60,000 - £64,999	5	2
£65,000 - £69,999	4	3
£70,000 - £74,999	1	0
£75,000 - £79,999	1	2
£80,000 - £84,999	1	0
£85,000 - £89,999	0	1
£90,000 - £94,999	1	0

### Exit Packages

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

Exit Package Cost Band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band	
	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13 £000	2011/12 £000
£0 - £20,000	0	0	9	28	9	28	42	205
£20,001 - £40,000	0	0	0	2	0	2	0	52
£40,001 - £60,000	0	0	0	2	0	2	0	106
£60,001 - £80,000	0	0	0	1	0	1	0	64
£80,001 - £100,000	0	0	0	0	0	0	0	0
£100,001 - £150,000	0	0	0	1	0	1	0	104
<b>Total</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>34</b>	<b>9</b>	<b>34</b>	<b>42</b>	<b>532</b>

### 14 - EXTERNAL AUDIT COSTS

The Council has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided the Council's external auditors, who are the Audit Commission.

	2012/13 £000	2011/12 £000
Fees payable with regard to external audit services carried out by the appointed auditor for the year	83	111
Fees payable for the certification of grant claims and returns during the year	21	29
Fees payable in respect of other services provided during the year	0	0
<b>Total</b>	<b>104</b>	<b>140</b>

## 15 - GRANT INCOME

The Council has credited the following grants, contributions and donations to the Comprehensive Income & Expenditure Statement in 2012/13:

<b>Credited to Taxation &amp; Non Specific Grant Income</b>	<b>2012/13 £000</b>	<b>2011/12 £000</b>
Council tax income	14,746	14,470
Government Grants	6,377	4,951
Non-ringfenced government grants	0	1,531
Capital grants & contributions	2,923	2,633
<b>Total</b>	<b>24,045</b>	<b>23,585</b>
<b>Credited to Services</b>		
Housing Benefit Subsidy	44,573	41,610
Council Tax Benefits	10,727	10,829
Non-Domestic Rates - Cost of Collection	207	205
Housing & Planning Delivery Grant	0	1,038
Homelessness Prevention	182	0
Mortgage Rescue Programme	173	0
New Homes Bonus	1,730	0
Other Grants	713	530
<b>Total</b>	<b>58,305</b>	<b>54,212</b>

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

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Capital Grants Receipts in Advance</b>		
Section 106 Contributions	1,531	1,545
Other Contributions	53	54
<b>Total</b>	<b>1,584</b>	<b>1,599</b>



## **16 - RELATED PARTIES**

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

### **Central Government**

Central government has effective control over the general operations of the Council- it is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received from government departments are set out in the subjective analysis in Note 10 on reporting for resources allocation decisions.

### **Members and Senior Officers**

Members of the Council have direct control over the Council's financial and operating policies. The total of Members' Allowances paid in 2012/13 is shown in Note 12.

All Members and Senior Officers were required to complete a declaration of interests that included details of any finance-related transactions with the Council. Two Members made declarations of significance - one is a shareholder of a pest control company that had transactions to the value of £8,851 with the Council, and another is the Managing Director of a stonemasons company that had transactions to the value of £20,412 with the Council.

**17 - PROPERTY, PLANT & EQUIPMENT**

**Movements on Balances**

<b>Movements in 2012/13</b>	<b>Infrastructure Assets £000</b>	<b>Land &amp; Buildings £000</b>	<b>Plant, Machinery &amp; Equipment £000</b>	<b>Vehicles £000</b>	<b>IT &amp; Office Equipment £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant &amp; Equipment £000</b>
<b>Cost or Valuations</b>								
At 1st April 2012	5,868	47,005	10,181	4,039	4,337	2,110	30	<b>73,570</b>
Additions	65	264	51	0	(12)	946	28	<b>1,342</b>
Revaluation increases/(decreases) recognised in the Revaluation Reserve	0	637	0	0	0	0	0	<b>637</b>
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services		(46)				0		<b>(46)</b>
Assets Reclassified		(140)	0			140		<b>0</b>
Other movements in cost or valuation	0	(938)	(38)	0	25	(98)	(55)	<b>(1,104)</b>
At 31st March 2013	<b>5,933</b>	<b>46,782</b>	<b>10,194</b>	<b>4,039</b>	<b>4,350</b>	<b>3,098</b>	<b>3</b>	<b>74,399</b>
<b>Accumulated Depreciation &amp; Impairment</b>								
At 1st April 2012	(3,144)	(1,724)	(2,027)	(3,047)	(1,526)	0	0	<b>(11,468)</b>
Depreciation charge	(282)	(886)	(541)	(597)	(282)	0	0	<b>(2,588)</b>
Depreciation written out to the Revaluation Reserve		444						<b>444</b>
Depreciation written out to the Surplus/Deficit on the Provision of Services		29						<b>29</b>
At 31st March 2013	<b>(3,426)</b>	<b>(2,137)</b>	<b>(2,568)</b>	<b>(3,644)</b>	<b>(1,808)</b>	<b>0</b>	<b>0</b>	<b>(13,583)</b>
<b>Net Book Value</b>								
<b>At 31st March 2013</b>	<b>2,507</b>	<b>44,645</b>	<b>7,626</b>	<b>395</b>	<b>2,542</b>	<b>3,098</b>	<b>3</b>	<b>60,816</b>
At 31st March 2012	2,723	45,282	8,155	990	2,812	2,111	30	<b>62,103</b>

<b>Comparative Movements in 2011/12 (Restated)</b>	<b>Infrastructure Assets £000</b>	<b>Land &amp; Buildings £000</b>	<b>Plant, Machinery &amp; Equipment £000</b>	<b>Vehicles £000</b>	<b>IT &amp; Office Equipment £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant &amp; Equipment £000</b>
<b>Cost or Valuations</b>								
At 1st April 2011	5,855	51,183	5,538	4,023	4,225	776	0	<b>71,600</b>
Additions	13	1,439	413	16	112	1,413	30	<b>3,436</b>
Revaluation increases/(decreases) recognised in the Revaluation Reserve	0	(70)	0	0	0	0	0	<b>(70)</b>
Revaluation increases/(decreases) recognised in Surplus/Deficit on the Provision of Services	0	(316)	0	0	0	(15)	0	<b>(331)</b>
Assets Reclassified (to)/from Assets Held for Sale	0	(10)	0	0	0	0	0	<b>(10)</b>
Other movements in cost or valuation	0	(5,220)	4,231	0	0	(63)	0	<b>(1,052)</b>
<b>At 31st March 2012</b>	<b>5,868</b>	<b>47,006</b>	<b>10,182</b>	<b>4,039</b>	<b>4,337</b>	<b>2,111</b>	<b>30</b>	<b>73,573</b>
<b>Accumulated Depreciation &amp; Impairment</b>								
At 1st April 2011	(2,861)	(1,470)	(1,487)	(2,455)	(1,159)	0	0	<b>(9,432)</b>
Depreciation charge	(284)	(871)	(434)	(594)	(366)	0	0	<b>(2,549)</b>
Depreciation written out to the Revaluation Reserve	0	300	0	0	0	0	0	<b>300</b>
Depreciation written out to the Surplus/Deficit on the Provision of Services	0	142	0	0	0	0	0	<b>142</b>
Other movements in depreciation or impairment	0	175	(106)	0	0	0	0	<b>69</b>
<b>At 31st March 2012</b>	<b>(3,145)</b>	<b>(1,724)</b>	<b>(2,027)</b>	<b>(3,049)</b>	<b>(1,525)</b>	<b>0</b>	<b>0</b>	<b>(11,470)</b>
<b>Net Book Value</b>								
<b>At 31st March 2012</b>	<b>2,723</b>	<b>45,282</b>	<b>8,155</b>	<b>990</b>	<b>2,812</b>	<b>2,111</b>	<b>30</b>	<b>62,103</b>

In line with the requirement to account for significant component elements of Property, Plant & Equipment the value for of the cremator equipment (£1.297m) has been transferred from the value of the crematorium in Land & Buildings and moved to Plant, Machinery & Equipment. A balance for accumulated depreciation has also been established. The figures for 2011/12 have been restated to reflect this.

Community Assets have all previously been revalued at £1 each, in accordance with Note 2. The Statement of Recommended Practice for Local Authority Accounting requires Community Assets to be recorded on the Balance Sheet at Historic Cost. Due to the age and nature of many of the Community Assets it is not possible to ascertain an accurate historical cost, but expenditure incurred is now added to the value of the asset. Any expenditure on Community Assets was previously written off as Revenue Expenditure charged to Capital under Statute.

### **Depreciation**

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

- Buildings – straight-line allocation over the useful life of the property as estimated by a suitably qualified officer.
- Vehicles, Plant, Furniture, IT & Office Equipment – straight-line allocation over the useful life of the asset as estimated by a suitably qualified officer.
- Infrastructure - straight-line allocation over 20 years.

### **Capital Commitments**

At 31<sup>st</sup> March 2013 the Council has only entered into one contract in 2013/14 and future years, budgeted to cost £1.362m, for Phase 2 of the High Street Regeneration Scheme. Similar commitments at 31<sup>st</sup> March 2012 were £1.154m.

### **Revaluations**

The Council carries out a rolling programme that ensures that all Property, Plant & Equipment required to be measured at fair value is revalued at least every 5 years. All valuations were carried out externally by Harrison's Chartered Surveyors. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of RICS. The latest revaluations were carried out as at 1<sup>st</sup> April 2012.

The table also shows the historic cost values of the various asset classes, which were established at 1<sup>st</sup> April 2007 when the current capital accounting requirements came into force.

	Infrastructure Assets £000	Community Assets £000	Land & Buildings £000	Plant, Machinery & Equipment £000	Vehicles £000	IT & Office Equipment £000	Assets Under Construction £000	Total £000
Carried at historical cost	2,507	3,098	357	7,626	395	2,542	3	16,528
Valued at fair value as at:								
31st March 2009			1,865					1,865
31st March 2010			32,676					32,676
31st March 2011			440					440
31st March 2012			7,400					7,400
31st March 2013			1,907					1,907
<b>Total Cost or Valuation</b>	<b>2,507</b>	<b>3,098</b>	<b>44,645</b>	<b>7,626</b>	<b>395</b>	<b>2,542</b>	<b>3</b>	<b>60,816</b>

## 18 - INVESTMENT PROPERTIES

The following items of income and expense have been accounted for in the Financing and Investment Income & Expenditure line in the Comprehensive Income & Expenditure Statement:

	2012/13 £000	2011/12 £000
Rental income from investment property	(735)	(649)
Direct operating expenses arising from investment property	377	341
<b>Net (gain)/loss</b>	<b>(358)</b>	<b>(308)</b>

The Council's investment properties are held under operating leases following an assessment of the terms of the individual leases. There are no restrictions on the Council's ability to realise the value inherent in its investment property or on the Council's right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct or develop investment property or repairs, maintenance or enhancement.

The following table summarises the movement in the fair value of investment properties over the year:

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	<b>2012/13</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
Balance at start of the year	12,469	14,917
<b>Additions:</b>		
Transfers from Property, Plant & Equipment		299
Disposals		(480)
Net gains/losses from fair value adjustments	98	(2,267)
Other changes		
<b>Balance at end of year</b>	<b>12,567</b>	<b>12,469</b>

**19 – HERITAGE ASSETS: 5 YEAR SUMMARY OF TRANSACTIONS**

	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance Brought Forward	10,090	10,160	10,245	10,279	10,279
Acquisitions	70	84	34		55
Disposals					
<b>Balance Carried Forward</b>	<b>10,160</b>	<b>10,245</b>	<b>10,279</b>	<b>10,279</b>	<b>10,334</b>

**20 – HERITAGE ASSETS: RECONCILIATION OF THE CARRYING VALUE HELD BY THE COUNCIL**

<b>Cost or Valuation</b>	<b>Museum Exhibits</b>	<b>War Memorials</b>	<b>Statues &amp; Sculptures</b>	<b>Other Items</b>	<b>Total Assets</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
1st April 2011	9,090	450	460	279	10,279
Additions					0
Disposals					0
Revaluations					0
Impairment Losses					0
Depreciation					0
<b>31st March 2012</b>	<b>9,090</b>	<b>450</b>	<b>460</b>	<b>279</b>	<b>10,279</b>
1st April 2012	9,090	450	460	279	10,279
Additions			55		55
Disposals					0
Revaluations					0
Impairment Losses					0
Depreciation					0
<b>31st March 2013</b>	<b>9,090</b>	<b>450</b>	<b>515</b>	<b>279</b>	<b>10,334</b>

## **Museum Exhibits**

The exhibits are held in two main locations, the Maidstone Museum & Bentrif Art Gallery, and the Carriage Museum. Further information on the museums and their collections can be seen on their dedicated website:

<http://www.museum.maidstone.gov.uk/>

Maidstone Museum has recently been the subject of a major refurbishment, including the creation of a new extension to the Museum, which has recently opened. This has extended the amount of the collection that is on view to the public, and has also improved the storage facilities for the remainder of the collection.

Included within the total value of £9.090m are a number of significant items:

- A copy of a Lambeth Bible valued at £1m
- A number of Japanese woodblock prints valued in total at £1.2m
- A number of Japanese Inro exhibits valued in total at £0.6m

The total of £9.090m represents those items that have formally been valued for insurance purposes by a number of reputable auction houses. The value of the total collection is likely to be far higher, and is valued for insurance purposes at £17.5m (which includes items on loan to the Council, and those held in Trust at the Museum), but it is considered that it would not be cost-effective or of any significant benefit to formally value the entire collection.

The museums' collections are administered with reference to an Acquisition and Disposal policy approved by the museums' governing body (the Council). This is a requirement of the Museums, Libraries & Archives Council's (MLA) 'Accreditation' Scheme (now operated by Arts Council England). Its purpose is to review the present state and use of the collections and define how artefacts and specimens enter and leave the collections. It ensures material is accepted according to a recognized strategy, serves as a reference document to guide curatorial decisions and encourages public confidence in the Museum as a suitable repository. It covers the recording of artefacts and specimens and through its use determines how widely the collections can be accessed by the general public (e.g. digitisation of the records will enable remote access to the collections via the Internet).

## **War Memorials**

The Council is responsible for two war memorials, one in the Broadway and the other in Brenchley Gardens. A local stone mason has provided a replacement value for the two memorials. Upkeep and maintenance of the memorials is the responsibility of the Council's Property Services section.

## **Statues and Sculptures**

There are a number of statues and sculptures throughout the borough that the Council are responsible for. These are in a number of locations, and have been valued at their purchase cost, where this is known, although none of them individually have a significant value.

## Other Items

This relates to two items, the civic regalia used by the Mayor, and the 'Elemental' art installation on the bridge across the River Medway. The civic regalia has been valued by a local jeweller for insurance purposes, and the art installation has been valued at purchase cost.

## Listed Buildings

The Old College complex, comprising the Gateway, the Masters Tower and the Quarterdeck has been classified as a heritage asset. However due to the age and nature of the buildings it would not be possible to ascertain a true and accurate valuation.

## 22 - INTANGIBLE ASSETS

The Council accounts for its software as intangible assets, to the extent that software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant & Equipment. The intangible assets primarily cover purchased licences.

The carrying amount of intangible assets is amortised on a straight-line basis over 3 or 5 years. The amortisation of £0.251m charged to revenue in 2012/13 was charged to the IT Administration cost centre (included in Central Services to the Public) and the absorbed as an overhead across all the service headings in the Net Expenditure of Services. It is not possible to quantify how much of the amortisation is attributable to each service heading.

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

	2012/13 £000	2011/12 £000
<b>Balance at start of year:</b>		
Gross carrying amount	1,700	1,403
Accumulated amortisation	(1,128)	(945)
Net carrying amount at start of year	572	458
Additions	342	297
Amortisation for the period	(251)	(183)
<b>Net carrying amount at end of year</b>	<b>663</b>	<b>572</b>



## 22 - FINANCIAL INSTRUMENTS

### Categories of Financial Instruments

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

	Long-term		Short-Term	
	31st March 2013 £000	31st March 2012 £000	31st March 2013 £000	31st March 2012 £000
<b>Investments</b>				
Loans & receivables		0	13,520	13,797
Available-for-sale financial assets	11	11		0
	11	11	13,520	13,797
Bank Overdraft				
<b>Debtors</b>				
Loans & receivables	30	34	0	8,668
<b>Creditors</b>				
Financial liabilities at amortised cost			0	5,019
<b>Other Long Term Liabilities</b>				
Finance Lease Liabilities	2,124	2,806	428	994

On the face of the Balance Sheet Loans & Receivables are split in Current Assets between Short Term Investments and Cash & Cash Equivalents.

The current financial liabilities are all due to be settled within one year.

### Income & Expense

	Long-Term		Short Term	
	31st March 2013 £000	31st March 2012 £000	31st March 2013 £000	31st March 2012 £000
<b>Income:</b>				
Loans & Receivables		0	389	312
Available-for-sale Financial Assets		0		0
Other Interest		0	2	4
<b>Total</b>	<b>0</b>	<b>0</b>	<b>391</b>	<b>316</b>

### Fair Value of Assets and Liabilities

Financial liabilities, financial assets represented by loans and receivables and long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Where an instrument has a maturity of less than 12 months the fair value is taken to be the carrying amount. The Council has no loans or long-term creditors, and the fair value of trade and other receivables is taken to be the invoiced or billed amount.

## **23 - NATURE & EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS**

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

- Credit risk – the possibility that other parties might fail to pay amounts due to the authority.
- Liquidity risk – the possibility that the authority might not have funds available to meet its commitments to make payments.
- Refinancing risk - the possibility the authority might be requiring to renew a financial instrument on maturity at a disadvantageous interest rate or terms.
- Market risk – the possibility that financial loss might arise for the authority as a result of changes in such measures as interest rates.

The authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. Risk management is carried out by the Head of Finance & Customer Services and the Treasury Management Accountant, under policies approved by the Council on 2<sup>nd</sup> March 2011 in the Annual Treasury Management Strategy, which can be viewed on the Council's website – <http://www.maidstone.gov.uk>. A summary of the main points of the 2012/13 Treasury Management Strategy is also shown below.

The Council also provides written principles for overall risk management, as well as written policies covering specific areas such as interest rate risk, credit risk and the investment of surplus cash. These are set out in the Council's Treasury Management Practices, which are requirement of CIPFA's Treasury Management Code of Practice, which has been adopted by the Council. Treasury Management indicators have also been set to control key financial instruments risks in accordance with CIPFA's Prudential Code. The Treasury Management Practices can also be viewed on the Council's website, at the above link.

### **Treasury Management Strategy 2012/13**

A summary of the main points of the strategy is as follows:

- Invest funds short term (up to 1 year) so that funds are available to invest if rates increase.
- Up to £3m being invested for 1 year if the funds become available and the rates are favourable.
- No planned borrowing, other than short term cash flow purposes.
- Group limits placed on institutions within same ownership group.

### **Credit Risk**

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the authority's customers. There are limits based on credit ratings set on the amount and length of time deposits can be made with individual banks and financial institutions, and these are set out in the Annual  
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Treasury Management Strategy. These ratings are Supplied by Sector (the Council's Treasury Advisors), who look at ratings from all three credit rating agencies, Fitch, Moodys and Standard and Poors. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:

- credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

There are no credit limits set on the authority's customers, as the amounts involved are not considered sufficiently material to warrant the setting of such limits.

As at 31<sup>st</sup> March 2013 the investments were held with the following institutions:

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
AAA rated Institutions	0	0
AA rated Institutions	0	0
A rated Institutions	11,520	13,620
Unrated Building Societies	2,000	0
UK Government	11	11
<b>Total</b>	<b>13,531</b>	<b>13,631</b>

### Liquidity Risk

Liquidity risk arises from the Council having insufficient resources to meet its ongoing commitments. The Council has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen, the Council has ready access to borrowings from the money market and the Public Loans Works Board. There is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. Borrowing is generally only undertaken on a short-term basis for cash flow purposes, and there is also an overdraft facility of £0.5m available with Lloyds TSB Bank. However provision has also been made with the current Treasury Management Strategy to have an authorised debt limit of £8m to fund ongoing schemes in the event of projected capital receipts not being realised.

### Refinancing and Maturity Risk

The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer-term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes:

- monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and
- monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council’s day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

### **Market Risk – Interest Rate Risk**

As the Council is currently debt-free its only risk is in relation to exposure to interest rate movements in its investments. This exposure is managed by use of Prudential Indicators, which set limits on the proportion of investments held at fixed and variable rates. These indicators are monitored on a daily basis. The main exposure to risk in this area is the use of investment Call Accounts and Money Market Funds which are linked to Base Rate. However the risk is considered to be small as these accounts are generally only used for the short-term investment of funds for cash flow purposes, and funds can be withdrawn on a daily basis. The risk exposure is summarised in the table below.

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
Call Accounts	5,520	1,620
Receivables	8,000	12,000
Available-for-Sale Financial Assets	11	11
<b>Total</b>	<b>13,531</b>	<b>13,631</b>

The Council also makes use of interest rate forecasts and market data and advice provided by its Treasury Management advisors to ensure that investment income is maximised wherever possible.

### **Foreign Exchange Risk**

The Council has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

## 24 - ASSETS HELD FOR SALE

All assets held for sale are non-current assets. Assets classified under this heading would normally be expected to be disposed of within a year, as per the Code of Practice for Local Authority Accounting in the United Kingdom. However, due to the current economic situation the Council has been unable to dispose of these assets for a number of years now. However, they continue to be marketed with a reasonable expectation of disposal, and at the Balance Sheet date negotiations with prospective buyers were at an advanced stage, therefore it was considered appropriate to continue to classify them as held for sale.

	2012/13 £000	2011/12 £000
<b>Balance outstanding at start of year</b>	<b>3,475</b>	<b>2,264</b>
Assets newly classified as held for sale:		
Property, Plant & Equipment		10
Investment Properties		
Revaluation gains		1,361
Revaluation losses		(150)
Assets sold	(2,925)	(10)
<b>Balance outstanding at year-end</b>	<b>550</b>	<b>3,475</b>

## 25 – INVENTORIES

These are materials or supplies that will be consumed in producing goods or providing services or will be sold or distributed as part of the Council's ordinary business.

	2012/13 £000	2011/12 £000
Stores	103	102
Stamps & Franks	4	1
<b>Total</b>	<b>107</b>	<b>103</b>

## 26 – DEBTORS

### Long Term

	2012/13 £000	2011/12 £000
Mortgages	29	33
Housing Act Advances	1	1
<b>Total</b>	<b>30</b>	<b>34</b>

### Short Term

	2012/13 £000	2011/12 £000
Central government bodies	4,181	1,115
Other local authorities	34	350
Other entities and individuals	9,881	7,009
<b>Total</b>	<b>14,096</b>	<b>8,474</b>

The movement in the balances for Central Government bodies is a reflection of changes to amounts due to the Government in respect of Housing Benefits.

Other entities and individuals is broken down as follows:

	2012/13 £000	2011/12 £000
Council Tax payers	2,126	1,221
Capital debtors	603	1,094
General debtors	5,539	3,476
Payments in Advance	984	596
Other miscellaneous amounts	629	622
<b>Total</b>	<b>9,881</b>	<b>7,009</b>

## 27 - CASH & CASH EQUIVALENTS

The balance of Cash & Cash Equivalents is made up of the following elements:

	2012/13 £000	2011/12 £000
Cash held by the Council	9	46
Bank current accounts	(77)	131
Short-term deposits	6,520	6,620
<b>Total</b>	<b>6,452</b>	<b>6,797</b>

Cash & Cash Equivalents are split on the face of the Balance Sheet between Current Assets and Current Liabilities.

## 28 – CREDITORS

### Short Term

	2012/13 £000	2011/12 £000
Central government bodies	25	544
Other local authorities	433	80
Other entities and individuals	7,899	6,614
<b>Total</b>	<b>8,357</b>	<b>7,238</b>

Other entities and individuals is broken down as follows:

	2012/13 £000	2011/12 £000
General creditors	3,875	3,390
Capital creditors	575	1,230
Council tax payers	567	179
Non-domestic rate payers	941	0
Receipts in advance	1,217	142
Deposits	572	270
Retentions	152	129
<b>Total</b>	<b>7,899</b>	<b>5,340</b>

### 29 - PROVISION FOR BAD DEBTS

	2012/13 £000	2011/12 £000
Excess Charges Provision	420	384
Sundry Bad Debts Provision	2,632	2,496
<b>Total</b>	<b>3,052</b>	<b>2,880</b>

### 30 - CAPITAL GRANTS RECEIVED IN ADVANCE

Grants and other contributions given towards the Council's capital expenditure are retained in this account whilst conditions remain attached to financial assistance.

	2012/13 £000	2011/12 £000
<b>Balance at start of year:</b>	1,599	1,678
Grants Received	2,923	2,513
Transferred to Grants Unapplied	(588)	0
Funding used for capital expenditure	(2,350)	(2,592)
<b>Balance at end of year:</b>	<b>1,584</b>	<b>1,599</b>

### 31 - TRUST FUNDS

The Council is required to set out details of the nature and amount of trust funds where it acts as sole trustee, the only one of which is the Cobtree Estate Trust. The object of this trust is to hold Cobtree Manor and Cobtree Manor Estate for the benefit of the inhabitants of Maidstone and other members of the general public.

Gross expenditure in 2012/13 totalled £511,857 (£205,763 in 2011/12). Gross income in 2012/13 totalled £340,795 (£306,740 in 2011/12). The increased expenditure is due to the construction of the new play area in Cobtree Manor Park.

The assets and liabilities of the Trust as at 31<sup>st</sup> March 2013 may be summarised as follows:



	2012/13 £000	2011/12 £000
<b>Fixed Assets:</b>		
Cobtree Golf Course	500	501
Cobtree Manor Park	936	936
Investments	1,527	1,328
	<b>2,963</b>	<b>2,765</b>
Current Assets	231	83
Current Liabilities	302	4
<b>Total assets less current liabilities</b>	<b>2,892</b>	<b>2,848</b>
<b>Total Charitable Funds</b>	<b>2,892</b>	<b>2,844</b>

### 32 - PRIVATE FINANCE INITIATIVES & SIMILAR CONTRACTS

The Council has no Private Finance Initiative Schemes, but the following scheme is a similar contract as it is defined as a service concession arrangement.

The Council entered into an agreement during 2009/10 with Serco, the managing contractor of Maidstone Leisure Centre, to undertake a major refurbishment of the centre. Under the terms of the agreement Serco have initially funded the cost of the works through a loan, and the Council are then repaying this loan over a 15 year term, by equal monthly instalments. The principal element of this loan is reflected on the Balance Sheet, and will be written down annually by the amount of principal repaid. Interest paid on the loan is charged to the Comprehensive Income & Expenditure Statement.

The value of the works carried out to date (£4.073m) has been reflected in the non-current assets total, with a matching entry shown as a deferred liability (less repayments made in 2012/13) to reflect the balance due on the loan for the works done to date.

The annual principal repayments are credited to the Comprehensive Income & Expenditure Statement, then reversed out of the Movement in Reserves Statement to the Capital Adjustment Account to reflect the fact that this is a repayment of debt, as this arrangement is classed as borrowing under the terms of the CIPFA Prudential Code for Capital.

## Payments

	2012/13 £000	2011/12 £000
Balance outstanding at start of year	2,955	3,347
Value of capital works	0	0
Repayment of principal	(403)	(392)
<b>Balance outstanding at end of year</b>	<b>2,552</b>	<b>2,955</b>

These figures are shown on the face of the Balance Sheet as Deferred Liabilities, and are split between the Short Term and Long Term elements.

### 33 - LEASE TYPE ARRANGEMENTS

Under the terms of IFRIC 4 (Determining Whether an Arrangement Contains a Lease) the Council is required to identify any contractual arrangements that may include an element that could be classified as a finance lease. It has been established that the vehicles used in the provision of the refuse collection and park & ride contracts need to be classified under this arrangement, and therefore the value of the assets used are now reflected within the Property, Plant & Equipment heading on the Balance Sheet, as finance leases need to be shown in this way.

The cost of services within the Comprehensive Income & Expenditure Statement are charged with a sum that reflects the value of the element of the contract that relates to the vehicles, along with depreciation and financing charges. These sums are all reversed out in the Movement in Reserves Statement to the Capital Adjustment Account to ensure that there is no impact upon Council Tax.

	2012/13 £000	2011/12 £000
Balance outstanding at start of year	845	1,390
Value of assets in use	0	0
Repayment of principal	(544)	(545)
<b>Balance outstanding at end of year</b>	<b>301</b>	<b>845</b>

These figures are shown on the face of the Balance Sheet as Deferred Liabilities, and are split between the Short Term and Long Term elements.

### 34 - USABLE RESERVES

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and the table below:

#### Capital Receipts Reserve

This reserve contains the proceeds from the sale of non-current assets, which are used to fund capital expenditure.

	31st March 2013 £000	31st March 2012 £000
<b>Balance at 1st April</b>	<b>55</b>	<b>1,468</b>
Capital Receipts Received	3,613	1,099
Capital Receipts Applied	(2,624)	(2,500)
Pooled Capital Receipts		(12)
<b>Balance at 31st March</b>	<b>1,044</b>	<b>55</b>

### 35 - UNUSABLE RESERVES

	31st March 2013 £000	31st March 2012 £000
<b>Restated</b>		
Revaluation Reserve	25,018	26,066
Capital Adjustment Account	57,460	59,629
Deferred Capital Receipts Reserve	29	33
Pensions Reserve	(48,985)	(46,566)
Accumulated Absences Account	(140)	(83)
<b>Total Unusable Reserves</b>	<b>33,382</b>	<b>39,079</b>

#### a) Revaluation Reserve

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

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

The Reserve contains only the revaluation gains accumulated since 1<sup>st</sup> April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Balance at 1st April</b>	<b>26,066</b>	<b>24,488</b>
Upward revaluation of assets	1,081	1,652
Downward revaluation of assets		(63)
Disposals	(1,360)	
Prior Year Adjustments	(580)	
Difference between fair value depreciation and historical cost depreciation	(189)	(11)
<b>Balance at 31st March</b>	<b>25,018</b>	<b>26,066</b>

The prior year adjustments are in respect of the disposal of a car park that took place in a prior year but had still been included in the value of Property, Plant & Equipment, and the transfer of the land at the Crematorium from Property, Plant & Equipment to Community Assets.

#### **b) Capital Adjustment Account**

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income & Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Council as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties that have yet to be consumed by the Council.

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

Note 5 provides details of source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

**APPENDIX A - Maidstone Borough Council – Statement of Accounts 2012/13**

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Balance at 1st April</b>	<b>59,629</b>	<b>61,384</b>
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income & Expenditure Statement:		
Sums set-aside for Debt Repayment	948	935
Charges for depreciation of non-current assets	(2,588)	(2,482)
Amortisation of intangible assets	(251)	(183)
Disposal of Investment Properties	0	(480)
Prior Year Adjustments	(194)	(8)
Revaluation Losses on Property, Plant & Equipment	(17)	(311)
Revaluation Losses on Investment Properties	0	(385)
Revaluation Losses on Assets Held for Sale	0	(150)
Revenue expenditure funded from capital under statute	(3,328)	(3,918)
Write-off of non-enhancing capital expenditure	(277)	(167)
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income & Expenditure Statement	(3,117)	0
	<b>(8,824)</b>	<b>(7,149)</b>
Adjusting amounts written out of the Revaluation Reserve	1,549	11
<b>Net written out amount of the cost of non-current assets consumed in the year</b>	<b>(7,275)</b>	<b>(7,138)</b>
Capital financing applied in the year:		
Use of the Capital Receipts Reserve to finance new capital expenditure	2,624	2,500
Capital grants & contributions credited to the Comprehensive Income & Expenditure Statement that have been applied to capital financing	2,384	2,592
Application of grants to capital financing from the Capital Grants Unapplied Account		
Capital expenditure charged against the General Fund balance		2,559
	<b>5,008</b>	<b>7,651</b>
Movements in the market value of Investment Properties debited or credited to the Comprehensive Income & Expenditure Statement	98	(2,268)
<b>Balance at 31st March</b>	<b>57,460</b>	<b>59,629</b>

**c) Pensions Reserve**

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post employment benefits in the Comprehensive Income & Expenditure Statement as benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Council makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources that the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Balance at 1st April</b>	46,566	30,342
Actuarial gains or losses on pension assets and liabilities	1,488	16,602
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income & Expenditure Statement	3,688	2,296
Employer's pension contributions and direct payments to pensioners payable in the year	(2,756)	(2,674)
<b>Balance at 31st March</b>	<b>48,986</b>	<b>46,566</b>

**d) Deferred Capital Receipts Reserve**

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of non-current assets for which cash settlement has yet to take place. Under statutory arrangements, the Council does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Balance at 1st April</b>	33	67
Transfer to the Capital Receipts Reserve upon receipt of cash	(4)	(34)
<b>Balance at 31st March</b>	<b>29</b>	<b>33</b>

**d) Accumulated Absences Account**

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

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
<b>Balance at 1st April</b>	(83)	(87)
Settlement of cancellation of accrual made at the end of the preceding year	83	87
Amounts accrued by the end of the current year	<b>(0)</b>	<b>0</b>
Amount by which officer remuneration charged to the Comprehensive Income & Expenditure Statement on an accruals basis is different from the remuneration chargeable in the year in accordance with statutory requirements	(140)	(83)
<b>Balance at 31st March</b>	<b>(140)</b>	<b>(83)</b>

### 36 - CAPITAL EXPENDITURE & CAPITAL FUNDING

The total amount of capital expenditure incurred in the year is shown in the table below, together with the resources that have been used to finance it.

	2012/13 £000	2011/12 £000
<b>Capital Investment</b>		
Property, Plant & Equipment	1,338	3,436
Intangible Assets	342	297
Revenue Expenditure Funded from Capital Under Statute	3,328	3,918
	<b>5,008</b>	<b>7,651</b>
<b>Sources of Finance</b>		
Capital receipts	2,624	2,500
Government grants & other contributions	2,384	2,592
Direct Revenue Contributions	0	2,559
	<b>5,008</b>	<b>7,651</b>

### 37 - DEFINED BENEFIT PENSION SCHEMES

#### Participation in Pension Schemes

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

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

#### Transactions Relating to Post-employment Benefits

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



the Comprehensive Income & Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

	<b>2012/13</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
<b>Comprehensive Income &amp; Expenditure Statement</b>		
Cost of Services:		
- Current service cost	2,399	1,825
- Past service costs	0	0
- Settlements & curtailments	9	226
Financing and Investment Income & Expenditure:		
- Interest cost	5,258	5,456
- Expected return on scheme assets	(3,978)	(4,759)
<b>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</b>	<b>3,688</b>	<b>2,748</b>
Other Post Employment Benefit Charged to the Comprehensive Income & Expenditure Statement:		
- Actuarial gains & losses	-	-
<b>Total Post Employment Benefit Charged to the Comprehensive Income &amp; Expenditure Statement</b>	<b>3,688</b>	<b>2,748</b>
Movement in Reserves Statement:		
- Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	3,688	2,296
Actual amount charged against the General Fund Balance for pensions in the year:		
- Employers' contributions payable to the scheme	(2,756)	(2,674)

The cumulative amount of actuarial gains and losses recognised in the Comprehensive Income & Expenditure Statement to 31<sup>st</sup> March 2013 is a loss of £2.419m.

### Assets and Liabilities in Relation to Post-employment Benefits

Reconciliation of present value of the scheme liabilities (defined benefit obligation):

	2012/13 £000	2011/12 £000
Opening balance at 1st April	116,535	100,553
Current service cost	2,399	1,825
Interest cost	5,258	5,456
Contributions by scheme participants	646	636
Actuarial gains & losses	7,462	13,385
Benefits paid	(4,973)	(5,250)
Past service costs	0	0
Unfunded Pension Payments	(199)	(196)
Curtailments	9	241
Settlements	0	(115)
<b>Closing balance at 31st March</b>	<b>127,137</b>	<b>116,535</b>

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

	2012/13 £000	2011/12 £000
Opening balance at 1st April	69,969	70,211
Expected Rate of Return	3,978	4,759
Actuarial gains & losses	5,974	(3,049)
Employer Contributions	2,757	2,958
Contributions by scheme participants	646	636
Benefits paid	(5,172)	(5,446)
Payment of Bulk Transfer Values	0	(100)
<b>Closing balance at 31st March</b>	<b>78,152</b>	<b>69,969</b>

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on the gross redemption yields as at the Balance Sheet date.

Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

The actual return on scheme assets in the year was £9.952m. (2011/12: £1.711m)

	<b>2012/13</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
Opening balance at 1st April	69,969	70,211
Expected Rate of Return	3,978	4,759
Actuarial gains & losses	5,974	(3,049)
Employer Contributions	2,757	2,958
Contributions paid by scheme participants	646	636
Benefits paid	(5,172)	(5,446)
Payment of Bulk Transfer Values	0	(100)
<b>Closing balance at 31st March</b>	<b>78,152</b>	<b>69,969</b>

### Scheme History

	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Present value of assets in the Local Government Pension Scheme	46,350	62,238	70,211	69,969	78,152
Fair value of assets in the Local Government Pension Scheme	83,960	126,515	100,553	116,535	127,137
<b>Surplus/(Deficit) in the scheme</b>	<b>(37,610)</b>	<b>(64,277)</b>	<b>(30,342)</b>	<b>(46,566)</b>	<b>(48,985)</b>

The liabilities show the underlying commitments that the Council has in the long run to pay post employment (retirement) benefits. The total liability of £48.985m has a substantial impact on the net worth of the Council as recorded in the Balance Sheet. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy. The deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.

The total contributions expected to be made to the Local Government Pension Scheme by the Council in the year to 31<sup>st</sup> March 2013 are £2.399m.

### Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent upon assumptions about mortality rates, salary levels, etc. The scheme has been assessed by Barnett Waddingham, an independent firm of actuaries, estimates for the Kent County Council Pension Fund being based on the latest full valuation of the scheme as at 31<sup>st</sup> March 2010.

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The principal assumptions used by the actuary have been:

	2012/13	2011/12
<b>Long-term expected rate of return of assets in the scheme:</b>		
Expected Return on Assets	5.8%	5.8%
<b>Mortality assumptions:</b>		
Longevity at 65 for current pensioners:		
- Men	20.1	20.0
- Women	24.1	24.0
Longevity at 65 for future pensioners:		
- Men	22.1	22.0
- Women	26	25.9
Rate of inflation	3.3%	3.3%
Rate of increase in salaries	4.7%	4.7%
Rate of increase in pensions	2.5%	2.5%
Rate of discounting scheme liabilities	4.3%	4.6%

**History of Experience Gains and Losses**

The actuarial gains identified as movements on the Pensions Reserve in 2012/13 can be analysed in the following categories, measured as a percentage of assets and liabilities at 31<sup>st</sup> March 2013:

	2008/09 %	2009/10 %	2010/11 %	2011/12 %	2012/13 %
Difference between the expected and actual return on assets	-33.0	21.1	5.7	-4.4	7.6
Experience gains and losses on liabilities	0.0	0.4	8.0	0.0	0.1

The Local Government Pension Scheme’s assets consist of the following categories, by proportion of the total assets held:

	<b>31st March 2013</b>		<b>31st March 2012</b>	
	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>%</b>
Equities	55,488	71	51,777	74
Gilts	0	0	700	1
Other Bonds	10,160	13	6,997	10
Property	6,252	8	6,297	9
Cash	3,126	4	2,799	4
Target Return Portfolio	3,126	4	1,399	2
<b>Total</b>	<b>78,152</b>	<b>100</b>	<b>69,969</b>	<b>100</b>

### **38 - LEASES**

#### **Finance Leases – Council as Lessee**

The Council currently has a number of arrangements which it classifies as finance leases, covering the operation of the leisure centre, and vehicles used in the delivery of the waste collection and park & ride contracts.

The future minimum lease payments due under these arrangements in future years are:

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
Not more than 1 year	1,061	1,036
Later than 1 year and not later than 5 years	2,746	2,147
Later than 5 years	3,047	4,073
	<b>6,854</b>	<b>7,256</b>

#### **Operating Leases – Council as Lessee**

The Council has a number of operating leases, primarily covering vehicles, plant, equipment and refuse & recycling waste bins.

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

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
Not more than 1 year	33	38
Later than 1 year and not later than 5 years	56	89
Later than 5 years	0	0
	<b>89</b>	<b>127</b>

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The expenditure charged to the Comprehensive Income & Expenditure Statement for 2012/13 in relation to these leases was as follows:

- Cultural & Related Services - £9,647
- Central Services - £148,249
- **Total - £157,896**

### Operating Leases – Council as Lessor

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

- Domestic Dwellings
- Retail & Leisure Units
- Light Industrial Units

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

	<b>31st March 2013 £000</b>	<b>31st March 2012 £000</b>
Not more than 1 year	82	108
Later than 1 year and not later than 5 years	24	74
Later than 5 years	764	747
	<b>870</b>	<b>929</b>

### 39 - IMPAIRMENT LOSSES

During 2012/13 the Council did not identify any losses as a result of impairment.

### 40 - TERMINATION BENEFITS

The Council terminated the contracts of 9 employees in 2012/13, incurring liabilities of £0.042m (34 employees/£0.532m in 2011/12). The sums were payable to a number of officers who were made redundant primarily as part of various structural changes that took place during the year. There are further details in Note 13 (Exit Packages).

#### **41 - CONTINGENT LIABILITIES**

The Council entered into a PFI Agreement with Kent County Council and nine other Kent District Councils in 2006/07 which aims to provide affordable housing throughout the county. In the event of the contractor defaulting on its obligations 10 years into the contract there is the possibility of the Council incurring an estimated liability of £6.954m, and in the event of the contract being terminated through force majeure after 10 years there is an estimated liability of £8.052m. Whilst these scenarios are considered highly unlikely the sums concerned are material enough to be noted.

The Council is also dealing with potential insurance claims in respect of mesothelioma, which is a condition caused by exposure to asbestos. A number of former employees of the Council have, or may be, lodging claims with Municipal Mutual Insurance, who were the Council's insurers at the time the alleged exposure took place. One claim to the value of £55,000 has been settled, and the estimated settlement costs currently totals £0.200m.

A group of Property Search Companies are seeking to claim refunds of fees paid to the Council to access land charges data. Proceedings have not yet been issued. The Council has been informed that the value of those claims at present is estimated to be £31,000 plus interest and costs. The claimants have also intimated that they may bring a claim against all English and Welsh local authorities for alleged anticompetitive behaviour. It is not clear what the value of any such claim would be as against the Council. It is possible that additional claimants may come forward to submit claims for refunds, but none have been intimated at present.

#### **42 - CONTINGENT ASSETS**

There are no contingent assets to report.

#### **43 – EVENTS AFTER THE BALANCE SHEET DATE**

There are no events to report.

**44 – CASHFLOW STATEMENT - ADJUSTMENTS MADE TO NET SURPLUS OR DEFICIT ON THE PROVISION OF SERVICES FOR NON-CASH MOVEMENTS**

	<b>2012/13</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
Depreciation	(2,588)	(2,483)
Revaluation Gains & Losses	(293)	(2,648)
Amortisation of Intangible Assets	(251)	(183)
Movement in impairment for provision of bad debts	(229)	(392)
Movement in Creditors	(882)	5,210
Movement in Debtors	6,641	319
Movement in Inventories	3	21
Movement in Pension Liabilities	(932)	378
Carrying amount of Non-Current Assets sold	(3,117)	(490)
Other Non-Cash items	98	18
	<b>(1,550)</b>	<b>(248)</b>

**45 – CASHFLOW STATEMENT - ADJUSTMENTS FOR ITEMS INCLUDED IN THE NET SURPLUS OR DEFICIT ON THE PROVISION OF SERVICES THAT ARE INVESTING & FINANCING ACTIVITIES**

	<b>2012/13</b>	<b>2011/12</b>
	<b>£000</b>	<b>£000</b>
Proceeds from Short and Long-Term Investments	0	314
Capital Grants credited to surplus or deficit on the provision of services	2,938	0
Proceeds from sale of Property, Plant & Equipment	3,609	1,086
	<b>6,547</b>	<b>1,400</b>



**46 - CASH FLOW STATEMENT – OPERATING ACTIVITIES**

	2012/13 £000	2011/12 £000
Interest received	(402)	(314)
Interest paid	384	0
Dividends received	0	0
	<b>(18)</b>	<b>(314)</b>

**47 - CASH FLOW STATEMENT – INVESTING ACTIVITIES**

	2012/13 £000	2011/12 £000
Purchase of property, plant & equipment, investment property and intangible assets	2,189	4,032
Purchase of short-term and long-term investments	5,000	30,000
Other payments for investing activities		0
Proceeds from the sale of property, plant & equipment, investment property and intangible assets	(3,126)	(1,086)
Proceeds from short-term and long-term investments	(5,000)	(35,314)
Other receipts for investing activities	(3,901)	0
<b>Net cash flows from investing activities</b>	<b>(4,838)</b>	<b>(2,368)</b>

**48 - CASH FLOW STATEMENT – FINANCING ACTIVITIES**

	2012/13 £000	2011/12 £000
Cash receipts of short & long-term borrowing		
Other receipts from financing activities	(1,471)	
Cash payments for the reduction of outstanding liabilities relating to finance leases		
Repayments of short & long-term borrowing		
Other payments for financing activities	947	66
<b>Net cash flows from financing activities</b>	<b>(524)</b>	<b>66</b>

## COLLECTION FUND STATEMENT & NOTES

2011/12 £000		2012/13 £000    £000	
<b>INCOME</b>			
80,733	Income From Council Tax	81,784	
10,080	Transfers From General Fund Council Tax Benefit	10,213	91,997
52,144	Income From Non-Domestic Rates (Note 2)		54,568
<b>142,957</b>	<b>Total Income</b>		<b>146,564</b>
<b>EXPENDITURE</b>			
63,184	Precepts and Demands Kent County Council	63,899	
8,363	Kent Police Authority	8,457	
14,455	Maidstone Borough Council	14,678	
4,098	Kent & Medway Towns Fire Authority	4,144	91,179
51,940	Non-Domestic Rates Payments To National Pool	54,361	
205	Cost of Collection Allowance	207	54,568
154	Bad and Doubtful Debts Write Off	278	
345	Additional / (Reduced) Provision For Non Payment	245	523
97	Contribution toward previous year's Collection Fund surplus		
<b>142,841</b>	<b>Total Expenditure</b>		<b>146,270</b>
116	Surplus/(Deficit) For Year		295
36	Surplus Brought Forward From Previous Years		152
<b>152</b>	<b>Surplus as at 31st March 2013</b>		<b>447</b>

## Notes to the Collection Fund

### Note 1 – Council Tax

Council Tax income derives from charges raised according to the value of residential properties, which have been classified into 8 valuation bands estimating, for this specific purpose, 1 April 1991 values. Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by Kent County Council, the Kent Police & Crime Commissioner and the Kent & Medway Towns Fire & Rescue Authority and this Council for the forthcoming year and dividing this by the council tax base [the total number of properties in each band adjusted by a proportion to convert the number to a Band D equivalent and adjusted for discounts: 60,985.3 for 2012/13 (60,301.1 for 2011/12) (see table below)]. This basic amount of council tax for a Band D property £1,476.80 for 2012/13 (£1,476.80 for 2011/12) is multiplied by the proportion specified for the particular band to give an individual amount due. Parish Precepts are added to this basic amount.

The bands, number of dwellings in each, the multiplier for each and the resultant tax base are detailed in the table below.

Band	Number of Dwellings	Multiplier	Council Tax Base
Band A (incl disabled relief)	2.50	5/9	1.4
Band A	3,277.75	6/9	2,185.2
Band B	7,067.00	7/9	5,496.6
Band C	15,752.25	8/9	14,002.0
Band D	15,682.00	9/9	15,682.0
Band E	8,277.50	11/9	10,116.9
Band F	4,789.75	13/9	6,918.5
Band G	3,521.00	15/9	5,868.3
Band H	297.00	18/9	594.0
Other			120.4
			<b>60,985.3</b>

Council tax income as follows:

	£000
Initial Accounts	101,076
Additional Accounts	75,037
Less: Reduced Accounts	(74,264)
	<b>101,849</b>
Less: Amounts written off	(9,852)
<b>Net Income to Fund</b>	<b>91,997</b>

## Note 2 - Income from Non-Domestic Rates

Under the National System for non-domestic rates, the Council collects from local businesses an amount equal to the rateable value of their property multiplied by a uniform rate set by the Government. This money is paid into a National Pool. The Council receives in return a contribution from the Pool based on a standard amount per head of local adult population. This is paid into the Council's General Fund.

Non-Domestic Rate Income to the Collection Fund is as follows:

	<b>£000</b>
Non-Domestic Rateable Value £139.671m <i>(£139.904m in 2011/12)</i>	69,249
Non-Domestic Rate Multiplier 45.8p <i>(43.3p in 2011/12)</i>	
Small Business Multiplier 45.0p <i>(42.6p in 2010/11)</i>	
Less: Allowances and adjustments during the year	(14,681)
<b>Net Income to Fund</b>	<b>54,568</b>

## Note 3 - Adjustment for Previous Years Community Charge

Although Council Tax replaced Community Charge on 1st April 1993, the Council has continued to account for residual adjustments in relation to the Community Charges raised in earlier years in the Collection Fund. The Council has carried a full provision against any residual debt and in 2007/08 a decision was taken to utilise the provision and write off the remaining debt of £18,929.

## Note 4 - Surplus/(Deficit) on the Collection Fund re Council Tax

Any surplus at the year end is distributed amongst the precepting authorities over the following two financial years. A deficit must be covered by council tax raised the following year. The distribution for 2010/11 given in the tables below is of a surplus.

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Surplus at 31st March 2012 (£000)		
<b>Distribution:</b>	<b>2012/13</b>	<b>2013/14</b>
	<b>£000</b>	<b>£000</b>
Maidstone Borough Council	25	
Kent County Council	107	
Kent Police Authority	14	
Kent & Medway Towns Fire Authority	7	
	<b>153</b>	

2012/13 Surplus (£000)		
<b>Distribution:</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>
Maidstone Borough Council		68
Kent County Council		312
Kent Police Authority		40
Kent & Medway Towns Fire Authority		27
		<b>447</b>

The amount distributed has to be used by each authority to reduce the amount of Council Tax that they have to raise to finance their own expenditure. The distribution is calculated by reference to the proportion of the respective precepts and demands made in the previous year.

**Note 5 - Amounts Written Off**

The following amounts were written off during the year:

	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Council Tax	99	154	278
Non-Domestic Rates	499	380	949
Community Charge			
	<b>598</b>	<b>534</b>	<b>1,227</b>

## GLOSSARY OF TERMS

### ACCOUNTING POLICIES

The specific policies and procedures used by the Council to prepare the Statement of Accounts. These include any methods, measurement systems and procedures for presenting disclosures.

### ACCOUNTS

Statement aggregating items of income and expenditure and assets and liabilities. The accounts may show detailed transactions for every activity (generally used for management and control purposes during a financial year) or be summarised to show the overall position at the end of the period. The latter are known as final accounts and show both the net surplus (profit) or deficit (loss) and a balance sheet of the assets, liabilities and other balances at the end of the accounting period. Councils are required to publish a Statement of Accounts as specified in the *Accounts and Audit Regulations 2011*.

### ASSETS HELD FOR SALE

Assets that the Council are actively marketing for sale, and for which there is a reasonable expectation that the sale will take place within one year of the Balance Sheet date.

### BALANCE SHEET

A statement of the assets, liabilities and other balances of the Council at the end of an accounting period.

### BALANCES

Capital or revenue reserves of the Council made up of the accumulated surplus of income over expenditure on the general fund or any other account. Revenue balances may be utilised to provide for unforeseen circumstances, to ensure that payments can be made pending the receipt of income, and if justified they may be used to reduce the collection fund levy.

### CAPITAL EXPENDITURE

Generally, expenditure which is of value to the Council in the provision of services beyond the end of the financial year in which it was incurred, e.g. purchase of land and buildings, construction or improvement of buildings.

### CAPITAL FINANCING

The raising of money to pay for capital expenditure. Usually the cost of capital assets is met by borrowing, but capital expenditure may also be financed by other means such as leasing, contributions from the revenue accounts, the proceeds of the sale of capital assets, capital grants, reserves and other contributions.

### **CAPITAL RECEIPTS**

Proceeds from the sale of capital assets. Capital receipts can be used to repay the debt on assets financed from loan or to finance new capital expenditure, subject to compliance with statutory requirements.

### **COLLECTION FUND**

Councils that collect precepts and non-domestic rates on behalf of other authorities are required to maintain a Collection Fund to summarise the collection and payments of precepts, and any associated adjustments.

### **CREDITORS**

Amounts owed by the Council for work done, goods received, or services rendered but for which payment had not been made at the date of the balance sheet.

### **DEBTORS**

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

### **DEPRECIATION**

The measure of the wearing out, consumption, or other reduction in the useful economic life of a fixed asset, whether arising from use, passage of time or obsolescence through technological or other changes.

### **GENERAL FUND**

The main revenue account of a charging authority that summarises the cost of all services provided by the Council.

### **HERITAGE ASSETS**

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

### **INTANGIBLE ASSETS**

Intangible assets are assets that do not have a physical substance but are identifiable and controlled by the authority, such as computer software.

### **INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

These are the accounting standards (as adapted for the public sector) that the Council are required to follow when preparing the annual Statement of Accounts.

### **INVESTMENT PROPERTIES**

Investment properties are those that are used solely to earn rentals and/or for capital appreciation.

## **PROPERTY, PLANT & EQUIPMENT**

Assets that have physical substance and are held for use in the provision of services or for administrative purposes on a continuing basis.

## **REVENUE EXPENDITURE FUNDED FROM CAPITAL BY STATUTE**

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of property, plant or equipment, and is charged as expenditure to the relevant service revenue account in the year.

## **REVENUE SUPPORT GRANT**

A general grant paid by central government to local authorities to help finance the cost of services. It is paid to charging authorities for credit to the Collection Fund.

## **REVENUE ACCOUNT**

An account which records the day to day expenditure and income of the Council on such items as salaries and wages, running costs of services, the purchase of consumable materials and equipment, and the financing costs of capital assets.

## **SUPPORT SERVICES**

An allocation of the net cost of the administrative and professional departments which provide support for all the Council's services (e.g. Executive Services, Finance, Personnel), together with the costs of pooled administrative buildings.

## **USABLE CAPITAL RECEIPTS**

Funds received by an authority from the sale of capital assets that have yet to be used to finance capital expenditure or repay debt.

## **UNUSABLE RESERVES**

These are non-cash reserves that are kept to manage the accounting processes for non-current assets, retirement benefits and employee benefits and do not represent usable resources for the Council.

## **USABLE RESERVES**

These are funds available to the Council and represent specific amounts set-aside for future policy purposes or earmarked purposes, including the General Fund and the Capital Receipts Reserve.