



North Kent College

(formerly North West Kent College)

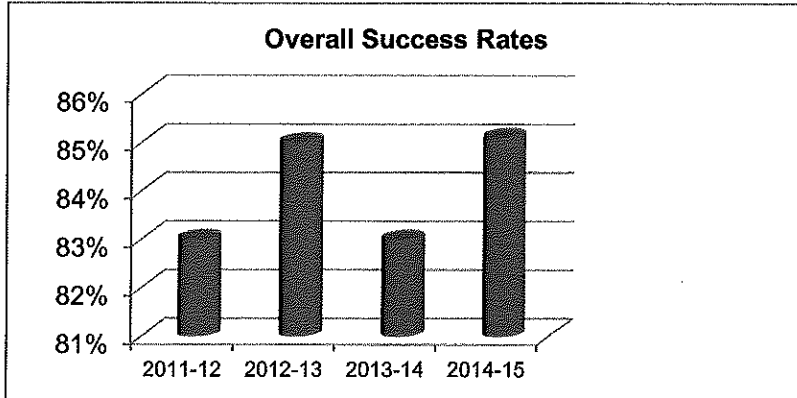
Report and Financial Statements

For the year ended 31 July 2015

Key Performance Indicators from 2014-2015

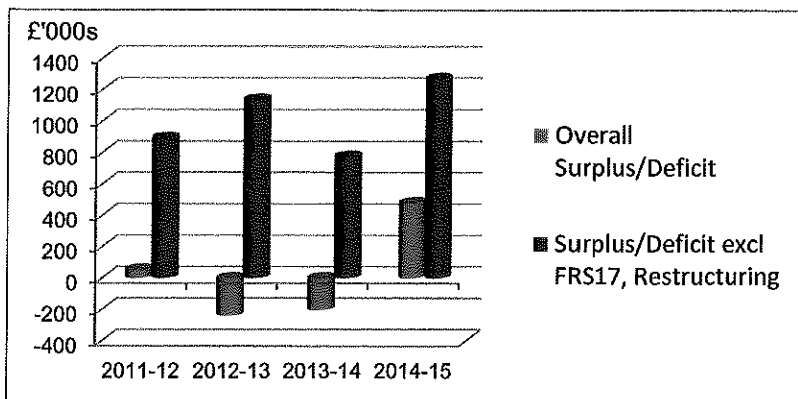
Excellent success across the board

Students continue to proposer at NKC with increasing success.



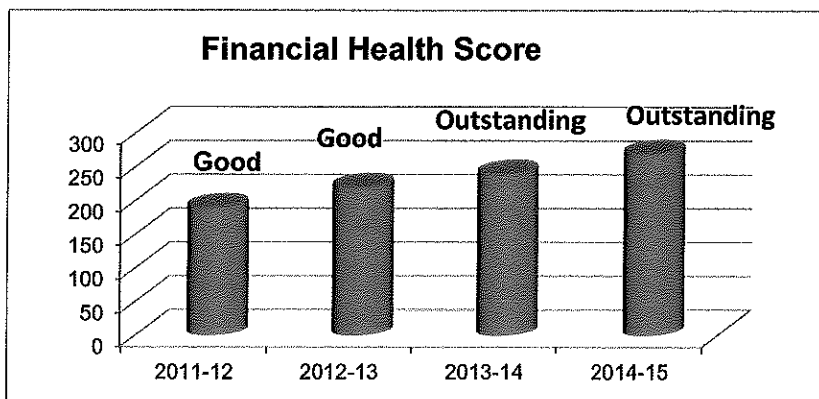
Underlying operating surplus

Increasing result before exceptional and FRS17 delivering future investment potential.



Solid financial health

The College increases its health score to outstanding as set by the Skills Funding Agency



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Operating and Financial Review

NATURE, OBJECTIVES AND STRATEGIES

North Kent College is one of the leading education providers to the Thames Gateway, ideally situated in both Dartford and Gravesend which is an area of economic and social regeneration. The College successfully delivers training and education to around 6,000 students from South East London and Kent.

The College changed its name from North West Kent College to North Kent College on 14 September 2015.

The members present their report and the audited financial statements for the year ended 31 July 2015.

Legal Status

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting North Kent College. The College is an exempt charity for the purposes of the Charities Act 2011.

Mission

The College's mission as approved by its members is:

To provide high quality education, learning and training which, through partnership working, offers young people and adults the opportunity to achieve their potential and contribute to the success of the community.

Public Benefit

North Kent College is an exempt charity under the Part 3 of the Charities Act 2011 and from September 2013, is regulated by the Secretary of State for Business, Innovation and Skills as Principal Regulator for all FE Corporations in England. The members of the Governing Body, who are trustees of the charity, are disclosed on page 9.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirements that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High-quality teaching
- Widening participation and tackling social exclusion
- Excellent employment record for students
- Strong student support systems
- Links with employers, industry and commerce

Implementation of Strategic Plan

The Strategic Vision for the College is to Excel and Inspire, and is underpinned by 5 aims and 10 objectives used to measure its progress. The Corporation monitors the College's performance against these plans, and are updated on its progress. These are set out below:

Aim 1 - Excellent Outcomes

- Objective - Our success rates maintain our position in the top 10% of Colleges nationally year after year.
- Objective - Our students will be equipped with the skills and experiences they need to progress and succeed in their chosen career path.

Aim 2 - Inspirational Teaching and Learning

- Objective - Our expectation is that all teaching and learning will be good or outstanding.
- Objective - Our culture will support innovation and experimentation to provide a unique and exciting learning experience.

Aim 3 - Excellent Engagement

- Objective - Our courses will constantly evolve to reflect the needs of local, regional and national employers to ensure our students have the best opportunity to secure employment.
- Objective - Our quality and reputation will be such that we will be seen as the first choice for the local community and regional stakeholders requiring a vocational training solution.

Aim 4 - Inspirational Staff

- Objective - Our people will constantly demonstrate that they are outstanding in their aspirations and commitment.
- Objective - Our people will be experts in their field and be supported to achieve their maximum potential.

Aim 5 - Excellent Resources

- Objective - Our courses are delivered in high quality accommodation and use equipment and facilities that are equivalent to national industry standards.
- Objective - Our financial position remains secure.

The College is on track to achieving this vision.

Operating and Financial Review (continued)

Financial Objectives

The College's financial objectives for 2014/15 were to:

- Achieve an underlying surplus in its operating result - Achieved
- To increase incrementally the percentage of alternative funding - Not Achieved
- Maintain cash days of 10 or more at all times - Achieved
- Have a current ratio of more than 1.0 - Achieved
- Meet the College's loan covenants - Achieved
- Maintain general reserves (excluding pension reserve) of at least 25% of income during the period - Achieved

Performance Indicators

FE Choices (formerly the "Framework for Excellence") has four key performance indicators:

- Success rates
- Learner destinations
- Satisfaction survey (formerly "learner views")
- Satisfaction survey (formerly "employer views")

In 2014/15 recruitment into the College was lower reflecting national demographic changes in the core student population.

The College is committed to observing the importance of sector measures and indicators and uses the FE Choices website which looks at measures such as success rates.

The College is required to complete the annual Finance Record for the Skills Funding Agency/Education Funding Agency ("EFA"). The Finance Record produces a financial health grading. The current rating of Outstanding is considered above standard.

Financial Results

The College achieved a surplus of £479,000 in 2014/15 (2013/14 deficit: £204,000). Before restructuring costs and profits on the disposal of fixed assets, the College achieved an operating surplus of £955,000 (2013/14 surplus: £291,000).

The College has accumulated reserves and net assets of £5,750,000 (2013/14: £7,307,000) and cash balances of £10,918,000 (2013/14: £8,722,000). The 2-year development plan underlying the College vision is to generate reserves which will be available for on-going re-investment in the organisation, as well as providing a safeguard in the current economic climate.

Tangible fixed asset additions during the year amounted to £729,000 to provide for high quality learning environments building on the significant investment in the Dartford and Gravesend campus re-developments.

The College has a strong reliance on funding from its main funding bodies for its principal funding source, largely from recurrent grants. For 2014/15, the funding bodies provided 83% of the College's total income. The College continues in its pursuit to increase the percentage of alternative funding to provide a balanced income portfolio.

Operating and Financial Review (continued)

Financial Results (continued)

The College has significant influence over the North West Kent College Training Trust (NWKCTT). This charity, in turn, owned 100% of the share capital of North West Kent Business Services Limited. North West Kent Business Services Limited was struck off on 11 August 2015, whilst North West Kent College Training Trust is under proposal for strike off. The College also owned 100% of the share capital of Knowledge Warehouse Limited which was also struck off on 11 August 2015.

Resources

The College has various resources that it deploys in pursuance of its Strategic Aims.

-Tangible

North Kent College has two main sites in Dartford and Gravesend, with three additional specialist sites; a Maritime and Fire Fighting facility on the bank of the River Thames in Gravesend, the Learning Shop at Bluewater, and SusCon at The Bridge, Dartford.

-Financial

The College has £74.2 million of net assets (including £10.1 million of pension liability and long term loans of £11.3 million).

-People

The College employs 384 people (expressed as full-time equivalents), of whom 191 are teaching staff. The College's investment in staff was recognised in 2011/12 with the College achieving an Investors in People Bronze Award.

-Reputation

The College has a good reputation locally and regionally, and nationally for its specialist maritime provision.

Treasury Management

The College has a treasury management policy in place to effectively manage the College's cashflows, its banking, money markets and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Short term borrowing for temporary revenue purposes is authorised by the Accounting Officer. Such arrangements are restricted by limits in the College's Financial Memorandum agreed with the Skills Funding Agency. All other borrowing requires the authorisation of the Corporation and shall comply with the requirements of the Financial Memorandum.

The College has a number of borrowings related to the sites and developments, details of which are contained in the main body of the statutory accounts.

Cash Flows

For 2014/15 the College had a cash inflow from operating activities of £3,871,000

Liquidity

The College's liquidity improved in year, with a significant improvement in the cash balance at £10.9m (£8.7m in 2013/14).

Operating and Financial Review (continued)

Current and Future Development and Performance

Student numbers and Achievement

In 2014/15 recruitment into the College was lower reflecting national demographic changes in the core student population.

Students continue to succeed at the College, with an increasing rise in achievement year-on-year. In 2014/15 the College success rate was 85.1%, for 2015/16 the rate is expected to be above this level.

Curriculum developments

The College was inspected by Ofsted in February 2014 and achieved a rating of good with some outstanding features.

The College identified in its Curriculum Strategy the the following key strands in its offer:

- Vocational Qualifications
- Entry Level/Level 1
- Apprenticeships
- Functional Skills and GCSEs
- Study programmes and Higher Education

In October 2014, the College's Higher Education Provision was inspected by the QAA and assessed as meeting its requirements.

The College operates from two main sites. Major investment in facilities was completed in 2011 and further upgrading of resouces is planned at these sites to maintain and support our quality provision.

Further enhancements to the Maths and English Strategy has been embedded in the curriculum, in line with the conditionality of funding for study programmes.

Taxation

The College is an exempt charity and not liable to corporation tax.

Future Developments

The College is working to complete campus changes on a smaller scale which were left outstanding from the demise of the central funding to complete the Estates Strategy.

Going forward Curriculum will be focused around ensuring delivery to the new landscape such as Study Programmes to ensure learners continue to prosper at the College.

Operating and Financial Review (continued)

PRINCIPAL RISKS AND UNCERTAINTIES

The College has embedded a system of internal controls, which include financial, operational and risk management which is designed to protect the College's assets and reputation.

A risk register is maintained at the College level which is reviewed regularly by the Audit Committee. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system.

Outlined below is a description of the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

1. Government funding

The College has considerable reliance on continued government funding through the further education sector funding bodies and through HEFCE. In 2014/15, 84% of the College's revenue was ultimately sector funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

The College is aware of several issues which may impact on future funding,

- The importance of GCSE English and Mathematics as a key component for study programmes going forward.
- The current economic conditions and continued uncertainty over government funding will continue to create a difficult market place to encourage growth in the sector. Only a drive for increased quality will it is hoped bring additional work through increased reputation.
- Ongoing reductions in adult funding.

This risk is mitigated in a number of ways:

- By ensuring the College is rigorous in delivering high quality education and training.
- Considerable focus and investment is placed on maintaining and managing key relationships with the various funding bodies.
- Ensuring the College is focused on those priority sectors which will continue to benefit from public funding.

2. Tuition fee policy

Ministers have confirmed that the fee assumption remains at 50% in 2015/16. In line with the majority of other colleges, the College continues to review its tuition fees in accordance with the fee assumptions. This will impact on the growth strategy of the College.

This risk is mitigated in a number of ways:

- By ensuring the College is rigorous in delivering high quality education and training, thus by ensuring value for money for student.
- Close monitoring of the demand for courses as prices change

Operating and Financial Review (continued)

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

3. Maintain adequate funding of pension liabilities

The financial statements report the share of the Local Government Pension Scheme deficit on the College's balance sheet in line with the requirements of FRS 17.

STAKEHOLDER RELATIONSHIPS

In line with other colleges and with universities, North Kent College has many stakeholders. These include:

- Students;
- Education sector funding bodies;
- Staff;
- Local employers (with specific links);
- Local Authorities;
- Government Offices/Regional Development Agencies;
- The local community;
- Other FE institutions;
- Trade Unions;
- Professional bodies.

The College recognises the importance of these relationships and engages in regular communication with them through the College Internet site and by meetings.

Equal Opportunities Policies and Employment of disabled persons

The College is committed to ensuring equality of opportunity for all who learn and work here. We respect and value positively differences in race, gender, sexual orientation, ability, class and age. We strive vigorously to remove conditions which place people at a disadvantage and we will actively combat bigotry. This policy will be resourced, implemented and monitored on a planned basis. The College's Equal Opportunities Policy, including its Race Relations Policy and Transgender Policies, is published on the College's Internet site.

The College considers all applications from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment with the College continues. The College's policy is to provide training, career development and opportunities for promotion, which are, as far as possible, identical to those for other employees. An equalities plan is published each year and monitored by managers and governors.

- Government Offices/Regional Development Agencies;
- The local community;
- Other FE institutions;
- Trade Unions;
- Professional bodies.

The College recognises the importance of these relationships and engages in regular communication with them through the College Internet site and by meetings.

Operating and Financial Review (continued)

Disability statement

North Kent College seeks to achieve the objectives set down in the Equality Act 2010:

- a In 2006/07 the College secured a substantial grant from the Learning Skills Council (LSC) to undertake works at both Dartford and Gravesend campus which enabled us to comply with both acts and the capital redevelopment on both sites were designed to comply with the acts;
- b there is a list of specialist equipment, lighting for audio facilities, etc, which the College can make available for use by students;
- c the admissions policy for all students is described in the College charter. Appeals against a decision not to offer a place are dealt with under the complaints policy;
- d the College has made a significant investment in the appointment of specialist lecturers to support students with learning difficulties and disabilities. There are a number of student support assistants who can provide a variety of support for learning. There is a continuing programme of staff development to ensure the provision of a high level of appropriate support for students who have learning difficulties and/or disabilities;
- e specialist programmes are described in programme information guides, and achievements and destinations are recorded and published in the standard College format; and
- f counselling and welfare services are available and are detailed in the College charter and the College's published Policy on Disability and Discrimination.

Disclosure of information to auditors

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditor is unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditor is aware of that information.

Approved by order of the members of the Governing Body/Corporation on 3 December 2015 and signed on its behalf by:



Mr J Parkes
Chairman

Operating and Financial Review (continued)

Professional advisers

Financial statements and regularity auditor:

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Internal auditor:

Scrutton Bland
Fitzroy House
Crown Street
Ipswich
IP1 3LG

Bankers:

Lloyds Bank Plc
High Street
Dartford
Kent
DA1 1BY

Solicitors:

Thomson, Snell & Passmore
3 Lonsdale Gardens
Tunbridge Wells
Kent
TN1 1NX

Statement of Corporate Governance and Internal Control

The Corporation

The members who served on the Corporation during the year and up to the date of signature of this report are as listed below.

Table 1: Governors serving on the College board during 2014/15

Name	Date of Appointment/ re-appointment	Term of Office	Date of Resignation	Status of Appointment	Committees Served
Mr J Parkes (Chairman)	December 2011 (Chair from July 2013)	4 years		External	Chair of Corporation; Chair of Remuneration; Search and Governance;
Ms W Davies	Jul-12	4 years		Staff	Standards; Audit; Corporate Services
Ms E Birchenough	Mar-13	4 years		External	Vice Chair of Corporate Services Committee (from July 2015); Chair of Search and Governance
Mr R Singh Gill	Mar-12	4 years		External	Chair of Standards Committee; Search and Governance; Special
Mrs S Adams	Jul-13	4 years	Jul-15	External	Vice Chair of Corporate Services (until July 2015); Remuneration; Standards
Mrs P Jones OBE	Jul-14	4 years		External	Standards; Remuneration; Special
Mr A Lewsley	Dec-12	4 years		External	Corporate Services; Special
Mr D Gleed	Apr-10	Ex-officio		Principal	Corporate Services; Search and Governance (not a member of Remuneration D Gleed only attends in his capacity as Principal)
Cllr A Bardoe	Dec-11	4 years		External	Chair of Audit Committee; Remuneration; Search & Governance
Mr A Lawson	Jul-12	4 years		External	Audit; Standards
Mr M Clarke	Dec-14	1 year		Student	Standards Committee
Mr A Sawyer	Feb-15	1 year	May-15	Student	Standards Committee
Mrs J Lewis	Feb-14	4 years		Staff	Standards; Corporate Services
John Crawford	Feb-14	4 Years	Dec-14	External	Audit; Standards
Niamh McInerney	Jul-14	4 Years		External	Corporate Services

Attendance of meetings is as follows:

- Corporation Board meetings (total of 6 meetings) – 82%
- Audit Committee meetings (total of 3 meetings) – 100%
- Standards Committee meetings (total of 3 meetings) – 85%
- Corporate Services Committee meetings (total of 3 meetings) – 90%
- Remuneration Committee meetings (1 meeting held) – 100%
- Search & Governance Committee meetings (total of 2 meetings held) – 100%

Statement of Corporate Governance and Internal Control (continued)

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance structure.

The College endeavours to conduct its business:

- i. In accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness; integrity; objectivity; accountability; openness; honesty and leadership).
- ii. In full accordance with the guidance to colleges from the Association of Colleges in The English Colleges' Foundation Code of Governance ("the Foundation Code"); and
- iii. having due regard to the UK Corporate Governance Code ("the Code") insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance and in particular the College has adopted and complied with the Foundation Code. We have not adopted and therefore do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

In the opinion of the Governors, the College complies with all the provisions of the Foundation Code, and it has complied throughout the year ended 31 July 2015. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel related matters such as health and safety and environmental issues. The Corporation meets each term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are Corporate Services, Remuneration, Audit, Standards, Special, Search and Governors' Review.

The Corporate Services, Audit and Standards Committees meet not less than 3 times per year. The Remuneration Committee meets once a year. Both the Special and the Search and Governors' Review Committees are convened as necessary.

Full minutes of all meetings, except those deemed to be confidential by the Corporation, are available from the Clerk to the Corporation at:

North Kent College
Oakfield Lane
Dartford
Kent DA1 2JT

The Clerk to the Corporation maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address.

All governors are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Clerk to the Corporation, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and dismissal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to governors in a timely manner, prior to Board meetings. Briefings are also provided on an ad-hoc basis.

Statement of Corporate Governance and Internal Control (continued)

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision-making process. The Corporation considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the roles of the Chairman of the Corporation and Accounting Officer of the College are separate.

Appointments to the Corporation

There were two new student governors appointed in the year.

Members of the Corporation are appointed for a term of office not exceeding 4 years.

Remuneration Committee

Throughout the year ended 31 July 2015, the College's Remuneration Committee comprised Mr J Parkes, Mrs S Adams (resigned July 2015), Mrs P Jones and Cllr A Bardoe. The Committee's responsibilities are to make recommendations to the Board on the remuneration and benefits of the Principal and other Senior Post holders.

Details of remuneration for the year ended 31 July 2015 are set out in notes 6 and 7 to the financial statements.

Audit Committee

The Audit Committee comprises four members of the Corporation who exclude the Accounting Officer and Chair. The Committee operates in accordance with written terms of reference approved by the Corporation.

The Audit Committee meets on at least a termly basis and provides a forum for reporting by the College's internal and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies, as they affect the College's business.

The College's internal auditors review the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations and internal audit undertake periodic follow up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal and financial statements auditors and their remuneration for both audit and non-audit work, as well as reporting annually to the Corporation.

Internal Control

Scope of Responsibility

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance, against material misstatement or loss.

Statement of Corporate Governance and Internal Control (continued)

Internal Control (continued)

Scope of Responsibility (continued)

The Corporation has delegated the day to day responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding public funds and assets, for which he is personally responsible, in accordance with the responsibilities assigned to him in the Financial Memorandum between the College and the funding bodies. He is also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal financial control.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objects; it 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 College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in North Kent College for the year ended 31 July 2015 and up to the date of approval of the annual report and accounts.

Capacity to Handle Risk

The Corporation has reviewed the key risks to which the College is exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ended 31 July 2015 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Corporations.

Risk and Control Framework

The system of internal financial control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting systems with an annual budget which is reviewed and agreed by the Governing Body;
- regular reviews by the Governing Body of periodic and annual financial reports which indicate financial performance against forecasts;
- setting targets to measure financial and other performance;
- clearly defined capital investment control guidelines;
- the adoption of formal project management disciplines where appropriate.

The College has an internal audit service, which operates in accordance with the requirements of the EFA and SFA's Joint Audit Code of Practice. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit Committee. At a minimum, annually, the head of internal audit (HIA) provides the Governing Body with a report on internal audit activity in the College. The report includes the HIA's independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

Statement of Corporate Governance and Internal Control (continued)

Review of Effectiveness

As Accounting Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. The Accounting Officer's review of the effectiveness of the system of internal control is informed by:-

- the work of the internal auditors;
- the work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework; and
- comments made by the College's financial statements auditors and the regularity auditors in their management letters and other reports.

The Accounting Officer has been advised on the implications of the result of his review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of the internal auditor, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The senior management team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments and reinforced by risk awareness training. The senior management team and the Audit Committee also receive regular reports from internal audit, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior management team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

Based on the advice of the Audit Committee and the Principal, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for *"the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets"*.

Governing Body's statement on the College's regularity, propriety and compliance with Funding body terms and conditions of funding.

The Corporation has considered its responsibility to notify the Skills Funding Agency of material irregularity, impropriety and non-compliance with Skills Funding Agency terms and conditions of funding, under the financial memorandum in place between the College and the Skills Funding Agency. As part of our consideration we have had due regard to the requirements of the financial memorandum.

We confirm, on behalf of the Corporation, that after due enquiry, and to the best of our knowledge, we are able to identify any material irregular or improper use of funds by the College, or material non-compliance with the Skills Funding Agency's terms and conditions of funding under the College's financial memorandum. We confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Skills Funding Agency.

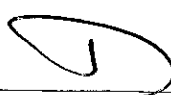
Going Concern

After making appropriate enquiries, the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Approved by order of the members of the Corporation on 3 December 2015 and signed on its behalf by:



Mr J Parkes
Chairman



Mr D Glead
Accounting Officer

Statement of the Responsibilities of the Members of the Corporation

The members of the Corporation of the College are required to present audited financial statements for each financial year.

Within the terms and conditions of the Financial Memorandum agreed between the Skills Funding Agency and the Corporation of the College (the Corporation), through its Accounting Officer, is required to prepare the financial statements for each financial year in accordance with the 2007 Statement of Recommended Practice - Accounting for Further and Higher Education and with the Accounts Directions 2014-15 issued jointly by the Skills Funding Agency and the EFA, and which give a true and fair view of the state of affairs of the College and the result for that year.

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare financial statements on the going concern basis, unless it is inappropriate to assume that the College will continue in operation.

The Corporation is also required to prepare an Operating and Financial Review which describes what it is trying to do and how it is going about it, including the legal and administrative status of the College.

The Corporation is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time, the financial position of the College, and which enable it to ensure that the financial statements are prepared in accordance with the relevant legislation of incorporation and other relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard assets of the College and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the College website is the responsibility of the Corporation of the College; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition they are responsible for ensuring that funds from the Skills Funding Agency are used only in accordance with the Financial Memorandum with the Skills Funding Agency and any other conditions that may be prescribed from time to time. Members of the Corporations must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and ensure they are used properly. In addition, members of the Corporation are responsible for securing economical, efficient and effective management of the College's resources and expenditure so that the benefits derived from the application of public funds from the Skills Funding Agency are not put at risk.

Approved by order of the members of the Corporation on 3 December 2015 and signed on its behalf by:



Mr J Parkes
Chairman

Independent Auditor's Report to the Corporation of North Kent College

We have audited the financial statements of North Kent College for the year ended 31 July 2015 set out on pages 17 to 42. The financial reporting framework that has been applied in their preparation is applicable law and UK accounting standards (UK Generally Accepted Accounting Practice).

This report is made solely to the Corporation, as a body, in accordance with the College's Articles of Government. Our audit work has been undertaken so that we might state to the Corporation, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of the Corporation of North Kent College and Auditor

As explained more fully in the Statement of the Responsibilities of the Members of the Corporation set out on page 14, the Corporation is responsible for the preparation of financial statements which give a true and fair view.

Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

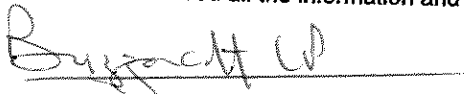
In our opinion the financial statements:

- give a true and fair view of the state of the College's affairs as at 31 July 2015 and of the College's surplus of income over expenditure for the year then ended; and
- have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the revised Joint Audit Code of Practice issued jointly by the Skills Funding Agency and the Education Funding Agency requires us to report to you if, in our opinion:

- adequate accounting records have not been kept;
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations required for our audit.



Buzzacott LLP
Chartered Accountants and
Registered Auditors
130 Wood Street
London
EC2V 6DL



Date

Reporting Accountant's Assurance Report on Regularity to the Corporation of North Kent College and Secretary of State for Business, Innovation and Skills acting through the Skills Funding Agency

In accordance with the terms of our engagement letter dated 8 May 2014 and further to the requirements of the funding agreement with Skills Funding Agency we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest that in all material respects the expenditure disbursed and income received by North Kent College during the period 1 August 2014 to 31 July 2015 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

The framework that has been applied is set out in the Joint Audit Code of Practice issued jointly by Skills Funding Agency and the Education Funding Agency. In line with this framework, our work has specifically not considered income received from the main funding grants generated through the Individualised Learner Record (ILR) returns, for which Skills Funding Agency has other assurance arrangements in place.

This report is made solely to the Corporation of North Kent College and the Skills Funding Agency in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Corporation of North Kent College and Skills Funding Agency those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation of North Kent College and Skills Funding Agency, for our work, for this report, or for the conclusion we have formed.

Respective Responsibilities of the Corporation of North Kent College and the reporting accountant

The Corporation of North Kent College is responsible under the requirements of the Further & Higher Education Act 1992, subsequent legislation and related regulations and guidance, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Joint Audit Code of Practice. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2014 to 31 July 2015 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Joint Audit Code of Practice issued jointly by Skills Funding Agency and Education Funding Agency. We performed a limited assurance engagement as defined in that framework. The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity of the College's income and expenditure.

The work undertaken to draw our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the College's activities.
- Further testing and review of self-assessment questionnaire including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 August 2014 to 31 July 2015 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.





Buzzacott LLP
Chartered Accountants and
Registered Auditors
130 Wood Street
London
EC2V 6DL

Date

**Income and Expenditure Account
for the year ended 31 July 2015**

	<i>Note</i>	2015 £'000	2014 £'000
Income			
Funding body grants	2	23,671	24,176
Tuition fees and education contracts	3	2,192	2,038
Other income	4	2,484	2,963
Investment income	5	49	21
		<hr/>	<hr/>
Total income		28,396	29,198
		<hr/> <hr/>	<hr/> <hr/>
Expenditure			
Staff costs	6	15,198	17,264
Other operating expenses	8	8,194	6,986
Depreciation and amortisation	13	3,591	3,907
Interest and other financial costs	9	458	750
		<hr/>	<hr/>
Total expenditure		27,441	28,907
		<hr/> <hr/>	<hr/> <hr/>
Surplus on continuing operations prior to restructuring costs		955	291
Profit on disposal of assets		9	-
Exceptional items: Restructuring costs	10	(486)	(495)
		<hr/>	<hr/>
Surplus/(deficit) on continuing operations after profit on disposal of assets and restructuring costs and before tax		478	(204)
Taxation	11	-	-
		<hr/>	<hr/>
Surplus/(deficit) for the year retained within general reserves		478	(204)
		<hr/> <hr/>	<hr/> <hr/>

The income and expenditure account is in respect of continuing activities.

**Statement of Historical Cost Surpluses and Deficits
for the year ended 31 July 2015**

	<i>Note</i>	2015 £'000	2014 £'000
Surplus /(deficit) on continuing operations after depreciation of assets at valuation and tax		478	(204)
Difference between historical cost depreciation and the actual charge for the year calculated on the re-valued amount	21	144	145
Historical cost surplus / (deficit) for the year before taxation		622	(59)
Historical cost surplus / (deficit) for the year after taxation		622	(59)
Statement of the Total Recognised Gains and Losses for the year ended 31 July 2015			
Surplus /(deficit) on continuing operations after depreciation of assets at valuation and disposal of assets and tax		478	(204)
Actuarial losses in respect of the pension scheme	24	(2,036)	(145)
Total recognised losses since last report		(1,558)	(349)
Reconciliation			
Opening reserves		7,307	7,656
Total recognised losses for the year		(1,558)	(349)
Closing reserves		5,749	7,307

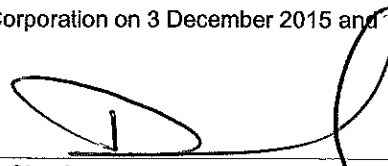
**Balance Sheet
at 31 July 2015**

	Note	2015 £'000	2014 £'000
Fixed assets			
Intangible assets	12	-	1
Tangible assets	13	90,867	93,745
Investments	14	1	1
		<u>90,868</u>	<u>93,747</u>
Current assets			
Stock		19	34
Debtors	15	626	775
Cash at bank and in hand		10,918	8,722
Total current assets		<u>11,563</u>	<u>9,531</u>
Less creditors: Amounts falling due within one year	16	(5,759)	(5,910)
Net current assets		<u>5,804</u>	<u>3,621</u>
Total assets less current liabilities		<u>96,672</u>	<u>97,368</u>
Less creditors: Amounts falling due after more than one year	17	(11,403)	(11,931)
Less: Provisions for liabilities	19	(941)	(16)
Net assets excluding pension liability		<u>84,329</u>	<u>85,421</u>
Net pension liability	24	(10,110)	(7,770)
Net assets including pension liability		<u>74,219</u>	<u>77,651</u>
Deferred capital grants	20	68,468	70,344
Reserves			
Revaluation reserve	21	3,415	3,559
Income and expenditure account excluding pension reserve	22	12,348	11,421
Pension reserve	22	(10,110)	(7,770)
Income and expenditure account including pension reserve		2,238	3,651
Restricted reserve	23	97	97
		<u>97</u>	<u>97</u>
Total reserves		<u>5,750</u>	<u>7,307</u>
Total		<u>74,218</u>	<u>77,651</u>

The financial statements on pages 17 to 42 were approved by the Corporation on 3 December 2015 and were signed on its behalf by:



Mr J Parkes
Chairman



Mr D Gleed
Accounting Officer

**Cash Flow Statement
for the year ended 31 July 2015**

	<i>Note</i>	2015 £'000	2014 £'000
Cash inflow from operating activities	25	3,871	4,018
Returns on investments and servicing of finance	26	(466)	(513)
Capital expenditure and financial investment	27	(696)	507
Financing	28	(513)	(504)
		<hr/>	<hr/>
Increase in cash	29	2,196	3,508
		<hr/> <hr/>	<hr/> <hr/>

Reconciliation of Net Cash Flow to Movement in net debt

		2015 £'000	2014 £'000
Increase in cash in the period		2,196	3,508
Cash flow from debt and lease financing	29	513	504
		<hr/>	<hr/>
Movement in net debt in period		2,709	4,012
Net debt at 1 August		(3,665)	(7,677)
		<hr/>	<hr/>
Net debt at 31 July	29	(956)	(3,665)
		<hr/> <hr/>	<hr/> <hr/>

Notes to the Accounts

1 Accounting policies

Statement of accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2007 (the SORP) the Accounts Direction for 2014-15 financial statements and in accordance with applicable UK Accounting Standards.

Going Concern

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Operating and Financial Review. The financial position of the College, its cashflow, liquidity and borrowings are described in the Financial Statements and accompanying Notes.

The College currently has £11.874m of loans outstanding with bankers on terms negotiated in Autumn 2011 being secured by a fixed and floating charge on College assets. The terms of the existing agreement are up for review in less than five years. The College's forecasts and financial projections indicate that it will be able to operate within this existing facility and covenants for the foreseeable future.

Accordingly the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention modified by the revaluation of certain fixed assets and in accordance with applicable United Kingdom Accounting Standards.

Basis of consolidation

In accordance with Financial Reporting Standard (FRS) 2, the activities of the student union have not been consolidated because the College does not control those activities.

Recognition of income

The recurrent grant from HEFCE represents the funding allocations attributable to the current financial year and are credited direct to the Income and Expenditure account.

Funding body recurrent grants are recognised in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the Adult Skills Budget is adjusted for and reflected in the level of recurrent grant recognised in the Income and Expenditure Account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. 16 - 18 Learner Responsive Funding is not normally subject to reconciliation and is therefore not subject to contract adjustments.

Non-recurrent grants from the funding bodies or other bodies received in respect of the acquisition of fixed assets are treated as deferred capital grants and are amortised in line with depreciation over the life of the assets.

Income from tuition fees is recognised in the period for which it is received and includes all fees chargeable to students or their sponsors.

Income from grants, contracts and other services rendered is included to the extent the conditions of the funding have been met or the extent of the completion of the contract or service concerned.

All income from short-term deposits is credited to the Income and Expenditure Account in the period in which it is earned.

Notes (continued)

1 Accounting policies (continued)

Post retirement benefits

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit schemes which are externally funded and contracted out of the State Second Pension (S2P).

Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations using a prospective benefit method. As stated in Note 25, the TPS is a multi employer scheme and the College is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

The assets of the LGPS are measured using closing market values. LGPS liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The increase in the present value of the liabilities of the scheme expected to arise from employee service in the period is charged to the operating surplus. The expected return on the scheme's assets and the increase during the period in the present value of the scheme's liabilities, arising from the passage of time, are included in pension finance costs. Actuarial gains and losses are recognised in the statement of total recognised gains and losses.

Enhanced pensions

The actual cost of any enhanced ongoing pension to a former member of staff is paid by a college annually. An estimate of the expected future cost of any enhancement of the ongoing pension of a former member of staff is charged in full to the college's Income and Expenditure Account in the year that the member of staff retires. In subsequent years a charge is made to provisions in the balance sheet.

Tangible fixed assets

Land and buildings

Land and buildings inherited from the Local Education Authority are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. The difference between depreciation charged on the historic cost of assets and the actual charge for the year calculated on the revalued amount is released to the Income and Expenditure Account on an annual basis. Building improvements made since incorporation are included in the Balance Sheet at cost. Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College. The College has adopted the transitional provisions of FRS 15 and has determined not to subsequently revalue its fixed assets from the amounts currently included within the financial statements. The College has a policy of depreciating major adaptations to buildings over the period of their useful economic life of between 2 and 50 years.

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account and are released to the Income and Expenditure Account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Finance costs which are directly attributable to the construction of land and buildings are not capitalised as part of the cost of those assets.

Notes (continued)

1 Accounting policies (continued)

Tangible fixed assets (continued)

Land and buildings (continued)

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset(s) may not be recoverable.

On adoption of FRS 15, the College followed the transitional provision to retain the book value of land and buildings, which were re-valued in 1996, but not to adopt a policy of re-valuations of these properties in the future. These values are retained subject to the requirement to test assets for impairment in accordance with FRS 11.

Assets under construction

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs, incurred to 31 July. They are not depreciated until they are brought into use.

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets it is charged to the Income and Expenditure Account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

- Market value of the fixed asset has subsequently improved
- Asset capacity increases
- Substantial improvement in the quality of output or reduction in operating costs
- Significant extension of the asset's life beyond that conferred by repairs and maintenance

Such expenditure termed short life accommodation will have an expected useful life of 10 years.

Buildings owned by third parties

Where land and buildings are used, but the legal rights are held by a third party, for example a charitable trust, they are only capitalised if the College has rights or access to ongoing future economic benefit.

These assets are then depreciated over their expected useful economic life.

Equipment

Individual equipment costing £1,000 and above is capitalised.

Equipment is depreciated over its useful economic life as follows:

Plant	15-25 years
Motor vehicles and general equipment	10 years
Computer equipment	4 years
Furniture and fittings	10 years

Where equipment is acquired with the aid of specific grants, it is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a deferred capital grant account and released to the Income and Expenditure Account over the expected useful economic life of the related equipment.

Notes (continued)

1 Accounting policies (continued)

Tangible fixed assets (continued)

Leased assets

Costs in respect of operating leases are charged on a straight line basis over the lease term.

Investments

Fixed asset investments are carried at historical cost less any provision for impairment in their value.

Stocks

Stocks are stated at the lower of their cost and net realisable value. Where necessary, provision is made for obsolete, slow moving and defective stocks.

Foreign currency translation

Transactions denominated in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the end of the financial year with all resulting exchange differences being taken to the Income and Expenditure Account in the period in which they arise.

Taxation

The College is considered to pass the test set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover a minor element of VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

Liquid resources

Liquid resources include sums on short-term deposits with recognised banks and building societies and government securities.

Provisions

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Agency Arrangements

The College acts as an agent in the collection and payment of Bursary and Learner Support Funds. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the Income and Expenditure account and are shown separately in Note 32, except for the 5 per cent of the grant received which is available to the College to cover administration costs relating to the grant.

Notes (continued)**2 Funding body grants**

	2015 £'000	2014 £'000
Main funding body recurrent grant	21,685	22,080
HEFCE	104	22
Releases of deferred capital grants (note 20)	1,882	2,074
Total	23,671	24,176

3 Tuition fees and education contracts

	2015 £'000	2014 £'000
Tuition fees	2,026	1,829
Education contracts	166	209
	2,192	2,038

4 Other income

	2015 £'000	2014 £'000
Residences, catering and conferences	601	712
Other income generating activities	45	69
Other income	1,838	2,182
	2,484	2,963

	2015 £'000	2014 £'000
Other income includes:		
Other grants	67	305
Nursery income	780	777
Examination and registration fees	105	121

5 Investment income

	2015 £'000	2014 £'000
Other interest receivable	49	21

Notes (continued)

6 Staff numbers and costs

The average number of persons employed by the group (including senior post holders) during the year, expressed as full-time equivalents, was as follows:

	2015 Number	2014 Number
Teaching staff	191	238
Non-teaching staff	193	218
	<u>384</u>	<u>456</u>

Staff costs for the above persons were as follows:

	2015 £'000	2014 £'000
Wages and salaries	12,019	13,801
Social security costs	843	992
Other (including FRS17 adjustments of £361,000; 2014: £268,000)	1,907	1,928
	<u>14,769</u>	<u>16,721</u>
Payroll sub-total	14,769	16,721
Contracted out staffing cost	429	543
	<u>15,198</u>	<u>17,264</u>

The number of senior post-holders and other staff, who received annual emoluments (excluding pension contribution but including benefits in kind) in the following ranges was:

	2015		2014	
	Number of senior postholders	Number of other staff	Number of senior postholders	Number of other staff
£20,001 - £30,000 p.a.	1	N/A	1	N/A
£40,001 - £50,000 p.a.	-	N/A	1	N/A
£60,001 - £70,000 p.a.	-	-	1	-
£70,001 - £80,000 p.a.	-	1	-	1
£80,001 - £90,000 p.a.	1	1	1	2
£90,001 - £100,000 p.a.	1	-	-	-
£140,001 - £150,000 p.a.	1	-	1	-
	<u>4</u>	<u>2</u>	<u>5</u>	<u>3</u>

No pay awards were made during the year.

Notes (continued)

7 Senior post holders emoluments

Senior post-holders are defined as the Accounting Officer and holders of the other senior posts whom the Governing Body has selected for the purposes of the articles of government of the College relating to the appointment and promotion of staff who are appointed by the Governing Body.

	2015 Number	2014 Number
The number of senior post-holders including the Accounting Officer was	<u>4</u>	<u>5</u>
Senior post-holders' emoluments are made up as follows:		
	2015 £'000	2014 £'000
Salaries	343	350
Benefits in kind	13	14
Pension contributions	52	52
	<u>408</u>	<u>416</u>

The above emoluments include amounts payable to the Accounting Officer (who is also the highest paid senior postholder)

	2015 £'000	2014 £'000
Salaries	140	140
Benefits in kind	6	6
Pension contributions	22	22
	<u>168</u>	<u>168</u>

The pension contributions in respect of the Accounting Officer and senior post-holders are in respect of employer's contributions to the Teachers' Pension Scheme and Local Government Pension Scheme and are paid at the same rate as for other employees.

Compensation for loss of office paid to a former Senior postholder or higher paid employee

	2015 £'000	2014 £'000
Compensation paid to the former post-holders	<u>-</u>	<u>30</u>

The members of the Corporation other than the Accounting Officer and the staff member did not receive any payment from the College other than the reimbursement of travel and subsistence expenses incurred in the course of their duties.

Notes (continued)

8 Other operating expenses

	2015	2014
	£'000	£'000
Teaching costs	1,965	1,282
Non-teaching costs	3,491	3,316
Premises costs	2,738	2,388
	<hr/>	<hr/>
Total	8,194	6,986
	<hr/> <hr/>	<hr/> <hr/>

Other operating expenses

Auditor's remuneration:

Financial statements audit: current year	29	29
Internal audit	23	29
Other services provided by external and internal audit	-	46
Hire of other assets – operating leases	109	109
	<hr/>	<hr/>

9 Interest payable

	2015	2014
	£'000	£'000
On bank loans, overdrafts and other loans:		
Repayable wholly or partly in less than 5 years	515	534
	<hr/>	<hr/>
	515	534
Pension finance (income)/costs (note 24)	(57)	216
	<hr/>	<hr/>
	458	750
	<hr/> <hr/>	<hr/> <hr/>

10 Exceptional Items

A Corporate restructure occurred in 2014-15 and the staff changes are shown below:

	2015	2014
	Number	Number
Number of staff leaving under the corporate restructure	<hr/> 33	<hr/> 54
	<hr/>	<hr/>
	2015	2014
	£'000	£'000
Cost of the corporate restructure	<hr/> 486	<hr/> 495
	<hr/>	<hr/>

Notes (continued)

11 Taxation

The members of the Corporation do not believe that the College was liable for any corporation tax arising out of its activities during the year ended 31 July 2015 (2014 - £Nil).

12 Intangible fixed assets

The College has developed a reputation for teaching and learning around Sustainable Construction. From this the SUSCON brand has been established with the College.

The development of the SUSCON brand incurred a cost of £7,000, which is now fully amortised.

Notes (continued)

13 Tangible fixed assets

	Land & Buildings Freehold £'000	Assets under Construction £'000	Equipment £'000	Total £'000
Cost or valuation				
At 1 August 2014	102,680	7	18,192	120,879
Additions	86	153	490	729
Disposals	-	-	(55)	(55)
At 31 July 2015	102,766	160	18,627	121,553
Accumulated depreciation				
At 1 August 2014	14,195	-	12,939	27,134
Charge for year	2,156	-	1,435	3,591
Disposals	-	-	(39)	(39)
At 31 July 2015	16,351	-	14,335	30,686
Net book value				
At 31 July 2015	86,415	160	4,292	90,867
At 31 July 2014	88,485	7	5,253	93,745

Land and buildings were valued for the purpose of the 1994 financial statements at depreciated replacement cost by Lawrence Hewitt Partnership, a firm of independent chartered surveyors, in accordance with the RICS Statement of Asset Valuation Practice and Guidance notes. Other tangible fixed assets inherited from the local education authority at incorporation have been valued by the Corporation on a depreciated replacement cost basis with the assistance of independent professional advice.

Land and buildings with a net book value of £3,873,577 (2014: £4,017,565) have been financed from exchequer funds through, for example, the receipt of capital grants. Should these assets be sold, the College is no longer liable, under the terms of the Financial Memorandum with the SFA, to surrender the proceeds.

Fixed assets include buildings with a net book value of £66,545,001 (2014: £69,222,887) which have been partially funded by a grant from the SFA.

Notes (continued)

14 Investments

	2015 £'000	2014 £'000
Investment in The Retail Academy	1	1
Total	1	1

The Retail Academy was set up to promote training within the retail sector. The shares were purchased in April 2004, the College being one of many participating training providers involved with the Retail Academy.

The College has significant influence over the North West Kent College Training Trust, which is a registered charity (No 802702) and company limited by guarantee (No 02453237). The charity, in turn, owned 100% of the issued ordinary shares of North West Kent Business Services Ltd, a company incorporated in Great Britain and registered in England and Wales (No 02369960). North West Kent Business Services Limited was struck off on 11 August 2015, whilst North West Kent College Training Trust is under proposal for strike off.

The College owned 100% of the issued ordinary £1 shares of The Knowledge Warehouse Ltd, a company incorporated in Great Britain and registered in England and Wales (No 06073562). Following a review of the business, the Directors agreed to transfer the operations to the College with effect from 1 August 2012, and this company was also struck off on 11 August 2015.

15 Debtors

	2015 £'000	2014 £'000
Amounts falling due within one year:		
Trade debtors	237	366
Prepayments and accrued income	389	406
Amounts owed by the Skills Funding Agency	-	3
	626	775

16 Creditors: Amounts falling due within one year

	2015 £'000	2014 £'000
Bank loans and overdrafts (note 18)	534	519
Trade creditors	1,195	739
Other taxation and social security	294	350
Accruals and deferred income	2,923	3,789
Other creditors	813	513
	5,759	5,910

Notes (continued)

17 Creditors: Amounts falling due after more than one year

	2015 £'000	2014 £'000
Bank loans (note 18)	11,340	11,868
Long Term Insurance Liability	63	63
	<hr/>	<hr/>
	11,403	11,931
	<hr/> <hr/>	<hr/> <hr/>

18 Analysis of borrowings

Bank loans and overdrafts

	2015 £'000	2014 £'000
Bank loans and overdrafts are repayable as follows:		
In one or less	534	519
Between one and two years	549	535
Between two and five years	10,791	11,333
	<hr/>	<hr/>
	11,874	12,387
	<hr/> <hr/>	<hr/> <hr/>

Bank loans consist of long term loans of £10,000,000 fixed to 2019 at 5.18% and a further £3,841,000 at 1% above 3

Notes (continued)

19 Provisions for liabilities

	Pensions £'000	Building Dilipadations £'000	Total £'000
At 1 August 2014	16	-	16
Provision in the period	-	930	930
Expenditure in the period	(5)	-	(5)
At 31 July 2015	11	930	941

The pensions provision relates to staff who have already left the College's employment and represents the College's commitment to their pension.

The buildings dilipdations relates to a jetty leased by the College.

20 Deferred capital grants

	2015 £'000	2014 £'000
At 1 August 2014	70,344	72,708
Cash received	6	-
Disposal of fixed assets	-	(290)
Released to income and expenditure account	(1,882)	(2,074)
At 31 July 2015	68,468	70,344

Notes (continued)

21 Revaluation reserve

	2015	2014
	£'000	£'000
At 1 August 2014	3,559	3,704
Transfer from revaluation reserve to income and expenditure account in respect of:		
Depreciation on re-valued assets	(144)	(145)
	<hr/>	<hr/>
At 31 July 2015	3,415	3,559
	<hr/> <hr/>	<hr/> <hr/>

22 Movement on general reserves

	2015	2014
	£'000	£'000
At 1 August 2014	3,651	3,855
Surplus/(deficit) retained for the year	478	(204)
Transfer from Revaluation Reserve	144	145
Actuarial losses in respect of pension scheme	(2,036)	(145)
	<hr/>	<hr/>
At 31 July 2015	2,237	3,651
	<hr/> <hr/>	<hr/> <hr/>
Balance represented by:		
Pension reserve	(10,110)	(7,770)
Income and expenditure account reserve excluding pension reserve	12,348	11,421
	<hr/>	<hr/>
	2,238	3,651
	<hr/> <hr/>	<hr/> <hr/>

Notes (continued)

23 Restricted Reserve

	Total £'000
Balance at 1 August 2014 and 31 July 2015	<u>97</u>

At the balance sheet date the College held £96,518 of North West Kent College Training Trust monies in a restricted reserve.

24 Pensions and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are defined-benefit schemes.

	2015 £'000	2014 £'000
Total pension cost for the year		
Teachers Pension Scheme: contributions paid	856	981
Local Government Pension Scheme	690	679
FRS17 adjustment	<u>361</u>	<u>268</u>
Total Pension Cost for Year	<u>1,907</u>	<u>1,928</u>

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuations of the TPS was 31 March 2012 and the LGPS 31 March 2013.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Teachers' Pension Scheme

The Teachers' Pension Scheme ("TPS") is a statutory, contributory, defined benefit scheme. The regulations under which the TPS operates are the Teachers' Pensions Regulations 2010, and from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools, and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

Notes (continued)

24 Pensions and similar obligations

The Teachers' Pension Budgeting and Valuation Account

Although teachers and lecturers are employed by various bodies, their retirement and other pension benefits, are set out in regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2012 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 9 June 2014. The key results of the valuation are:

- employer contribution rates were set at 16.4% of pensionable pay;
- total scheme liabilities for service to the effective date of £191.5 billion, and notional assets of £176.6 billion, giving a notional past service deficit of £14.9 billion.
- an employer cost cap of 10.9% of pensionable pay

The new employer contribution rate for the TPS was implemented in September 2015.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website at the following location:

<https://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx>

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1/57th; and a Normal Pension Age equal to the State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £856,000 (2014: £981,000).

Notes (continued)

24 Pensions and similar obligations

FRS 17

Under the definitions set out in Financial Reporting Standard 17 (Retirement Benefits), the TPS is a multi-employer pension scheme. The College is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, the College has taken advantage of the exemption in FRS17 and has accounted for its contributions to the scheme as if it were a defined-contribution scheme. The College has set out above the information available on the scheme and the implications for the College in terms of the anticipated contribution rates.

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with the assets held in separate funds administered by Kent County Council. The total contribution made for the year ended 31 July 2015 was £971,034 of which employer's contributions totalled £689,936 and employees' contributions totalled £281,098. The agreed contribution rates for future years are 17.3% for employers and between 5.5% and 7.5% for employees depending on their salary scale.

The following information based on a full actuarial valuation of the fund at 31 March 2013 updated to 31 July 2015 by a qualified independent actuary.

Principal Actuarial Assumptions:

	31 July 2015	31 July 2014
Inflation assumption (CPI)	2.60%	2.70%
Rate of increase in salaries	4.40%	4.50%
Rate of increase in pensions	2.60%	2.70%
Discount rate for scheme liabilities	3.80%	4.30%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.

The assumed life expectations on retirement age 65 are:

	31 July 2015	31 July 2014
Retiring today		
Males	22.8	22.7
Females	25.2	25.1
Retiring in 20 yrs		
Males	25.1	24.9
Females	27.6	27.4

Notes (continued)

24 Pensions and similar obligations

Local Government Pension Scheme (continued)

The College's share of the assets and liabilities in the scheme and the expected rates of return were:

	2015	2014
	Value at 31 July 2015 £'000	Long term rate of return expected at 31 July 2014 Value at 31 July 2014 £'000
Equities	15,930	6.80% 14,862
Bonds	2,593	4.00% 2,422
Property	2,896	5.70% 2,058
Cash	637	3.20% 629
Gilts	244	3.40% 244
Target Return on Portfolio	1,011	5.70% 917
Total market value of assets	<u>23,311</u>	<u>6.20% 21,132</u>
Present value of scheme liabilities		
-Funded	<u>(33,421)</u>	<u>(28,902)</u>
Deficit in the scheme	<u>(10,110)</u>	<u>(7,770)</u>
	Year ended 31 July 2015 £'000	Year ended 31 July 2014 £'000
Analysis of the amount charged to income and expenditure		
Employer service cost (net of employee contributions)	1,079	1,170
Total operating charge	<u>1,079</u>	<u>1,170</u>
	Year ended 31 July 2015 £'000	Year ended 31 July 2014 £'000
Analysis of pension finance income		
Expected return on pension scheme assets	1,313	1,019
Interest on pension liabilities	<u>(1,256)</u>	<u>(1,235)</u>
Pension finance income/(costs)	<u>57</u>	<u>(216)</u>

Notes (continued)

24 Pensions and similar obligations

	Year ended 31 July 2015 £'000	Year ended 31 July 2014 £'000
Amount recognised in the statement of total recognised gains and losses (STRGL)		
Actual return less expected return on pension scheme assets	602	213
Experience gains and losses	-	2,841
Change in financial and demographic assumptions underlying the scheme liabilities	<u>(2,638)</u>	<u>(3,199)</u>
Actuarial losses recognised in STRGL	(2,036)	(145)
Movement in deficit during year		
Deficit in scheme as at 1 August 2014	(7,770)	(7,141)
Movement in year:		
Current employer service charge	(1,079)	(1,170)
Employer Contributions	721	970
Net return/(interest) on assets	57	(216)
Actuarial losses	(2,036)	(145)
Settlement or curtailment	<u>(3)</u>	<u>(68)</u>
Deficit in scheme at 31 July 2015	(10,110)	(7,770)
Asset and Liability Reconciliation		
Reconciliation of Liabilities		
	Year ended 31 July 2015 £'000	Year ended 31 July 2014 £'000
Liabilities at start of period	28,902	25,209
Service Cost	1,079	1,170
Interest Cost	1,256	1,235
Employee Contributions	281	322
Actuarial losses	2,638	1,395
Benefits paid	(738)	(497)
Losses on curtailment	<u>3</u>	<u>68</u>
	33,421	28,902

Notes (continued)

24 Pensions and similar obligations

Reconciliation of Assets

	Year ended 31 July 2015 £'000	Year ended 31 July 2014 £'000
Assets at start of period	21,132	18,068
Expected return on assets	1,313	1,019
Actuarial gains	602	1,250
Employer contributions	721	970
Employee contributions	281	322
Benefits paid	(738)	(497)
	<hr/>	<hr/>
Assets at end of period	23,311	21,132
	<hr/> <hr/>	<hr/> <hr/>

The estimated value of employer contributions for the year ended 31 July 2016 is £691,000.

History of experience gains and losses

	2015 £'000	2014 £'000	2013 £'000	2012 £'000	2011 £'000
Difference between the expected and actual return on assets:	602	213	2,035	(664)	(623)
Experience gains on liabilities	-	2,841	-	-	1,001
Recognised in STRGL	(2,036)	(145)	2,638	(3,135)	(253)

25 Reconciliation of operating surplus / (deficit) to net cash inflow from operating activities

	2015 £'000	2014 £'000
Surplus/(deficit) on continuing operations after depreciation of assets at valuation and tax	478	(204)
Depreciation (note 13) and amortisation (note 12)	3,591	3,907
Profit on disposal of tangible fixed assets	(9)	-
Deferred capital grants released to income (note 20)	(1,882)	(2,074)
Interest receivable (note 5)	(49)	(21)
Interest payable (note 9)	515	534
FRS17 Pensions cost less contributions payable (notes 6 and 24)	361	268
FRS17 Pensions finance (income)/cost (note 9)	(57)	216
Decrease in stock	15	-
(Increase)/decrease in debtors	149	257
Increase/(Decrease) in creditors	(166)	1,138
Increase/decrease in provisions	925	(3)
	<hr/>	<hr/>
Net cash inflow from operating activities	3,871	4,018
	<hr/> <hr/>	<hr/> <hr/>

Notes (continued)

26 Returns on investments and servicing of finance	2015	2014	
	£'000	£'000	
Interest received	49	21	
Interest paid	(515)	(534)	
Net cash outflow from returns on investments and servicing of finance	(466)	(513)	
27 Capital expenditure and financial investment	2015	2014	
	£'000	£'000	
Purchase of tangible fixed assets	(729)	507	
Proceeds from sale of tangible fixed assets	27	-	
Deferred capital grants received	6	-	
Net cash (outflow)/inflow from capital expenditure and financial investment	(696)	507	
28 Financing	2015	2014	
	£'000	£'000	
Debt due beyond a year:			
Repayments of amounts borrowed	(513)	(504)	
Net cash outflow from financing	(513)	(504)	
29 Analysis of changes in net funds			
	31 July 2014	Cash Flows	31 July 2015
	£'000	£'000	£'000
Cash at bank and in hand	8,722	2,196	10,918
Debts due within 1 year	(519)	(15)	(534)
Debts due after 1 year	(11,868)	528	(11,340)
Total	(3,665)	2,709	(956)

Notes (continued)

30 Post Balance Sheet Events

North West Kent College of Technology (colloquially known as North West Kent College) changed its name to North Kent College on 14 September 2015 to reflect our wide catchment area across the whole of the North Kent and South East London Thames corridor. The name change will also help differentiate North Kent College from the other Kent FE Colleges of West Kent, East Kent and Mid Kent.

31 Related Party Transactions

Due to the nature of the College's operations and the composition of the Board of Governors being drawn from local public and private sector organisations it is inevitable that transactions will take place with organisations in which a member of the Board of Governors may have an interest. All transactions involving such organisations are conducted at arms length and in accordance with the College's financial regulations and normal procurement procedures. No transactions were identified which should be disclosed under Financial Reporting Standard 8 'Related Party Disclosures'.

No Governor has received any remuneration or waived payments from the College or its subsidiaries during the year (2014: None).

32 Amounts Disbursed as agent Learner Support Funds

	2015 £'000	2014 £'000
Balance b/f	184	438
Grants - hardship funds	991	712
Grants - childcare	121	300
	<u>1,112</u>	<u>1,012</u>
Clawback in the year	-	(289)
Disbursed to students	(813)	(935)
Administration costs	(34)	(42)
	<u>(847)</u>	<u>(977)</u>
Balance under spent as at 31 July, included in creditors	<u>449</u>	<u>184</u>