Registration Number 08878185

Achieving for Children
Community Interest Company

Annual Report and Statement of Accounts
2023-24

1st April 2023 – 31st March 2024

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This Annual Report summarises the performance of Achieving for Children for the period between 1 April 2023 and 31 March 2024 and was authorised by the Board of Directors in July.

Lucy Kourpas
Chief Operating and Finance Officer

COMPANY INFORMATION

REGISTRATION:

Achieving for Children Community Interest Company

Registered in England and Wales as a Private Limited Company

Registration Number 08878185

OWNERSHIP DETAILS:

The company is jointly owned by the Royal Borough of Kingston upon Thames, the London Borough of Richmond upon Thames, and the Royal Borough of Windsor and Maidenhead. The company is limited by guarantee.

REGISTERED OFFICE:

44 York Street
Twickenham
TW1 3BZ

INDEPENDENT AUDITORS:

Crowe UK LLP
55 Ludgate Hill,
London,
EC4M 7JW

SOLICITORS:

South London Legal Partnership
Gifford House, 67c St Helier Avenue
Morden
SM4 6HY

BANK DETAILS:

National Westminster Bank
22 George Street
Richmond
TW9 1JW

COMPANY DIRECTORS and OFFICERS:

See page 28 of the Annual Report

WEBSITE: achievingforchildren.org.uk

Joint Statement by the Chief Operating and Finance Officer and Chair of the Board of Directors

We are pleased to present Achieving for Children's (AfC) annual report and accounts for 2023-24. This annual report coincides with AfC's tenth birthday which provides the opportunity to reflect on all that has been achieved over the last decade, with one single focus in mind; to enable the children and young people of Richmond, Kingston, and Windsor and Maidenhead to live safe and fulfilled lives. We are hugely privileged to have a workforce of talented children's services practitioners who are dedicated to supporting each other and the children, young people, families and schools we work with.

This year has undoubtedly been challenging financially. We have delivered services in the context of rising costs across our services, high levels of need, and tight budget envelopes. Despite this we have continued to deliver good quality services to families, which have been recognised and reflected in positive independent inspections and feedback from staff and our children, young people and families.

Our children's social care services are judged by Ofsted as 'Outstanding' in Kingston, and as 'Good' in Richmond and in Windsor and Maidenhead. Our independent fostering agency (IFA) has been judged 'Good'. We achieved 'Good' inspection ratings of our Youth Offending Services in Kingston, Richmond and Windsor and Maidenhead. We received a 'Good' rating following the Care Quality Commission (CQC) inspection of our Health Visiting and School Nursing Service in Windsor and Maidenhead. In September 2023, Hope House, our Richmond children's home received Good in all areas. In addition, we have demonstrated good progress within Special Educational Needs and Disability (SEND) and as a result, we have been taken off the SEND Written Statement of Action in both Windsor and Maidenhead and Richmond upon Thames.

We are proud to say that school standards in Kingston, Richmond and Windsor and Maidenhead are amongst the highest in the country. 100% of schools in Richmond and Kingston and 92% in Windsor and Maidenhead are judged good or outstanding. This is a credit to all the talented staff who work across our schools as well as AfC staff who work closely with them.

Anstee Bridge, as part of AfC, was set up in 2008 to support young people in Richmond and Kingston who are disengaged in school because of complex situations. Anstee Bridge secured the Outstanding Placement Provider Award in May 2023 at St Mary's University Work Placement and Internship Annual Awards. The awards recognise and reward the commitment and outstanding provision of the placement and internship providers.

Our recent staff survey provided assurance that children's services practitioners enjoy being part of AfC. They have a good sense of work satisfaction in the work that they do and feel supported by their team and the wider organisation. There is confidence that we are recruiting and retaining the right people and staff have access to good development opportunities and resources .

Although we are extremely pleased with what we have achieved, and the external recognition we have as a result, we are not complacent, and we remain committed to improving our services further.

During the year we mobilised an extensive multi year transformation program that seeks to further develop our social care and early help services. This programme echoes much of the best practice outlined by the national publication “Stable Homes, Built on Love” and the outcome in the new National Social Work Framework. Our programme builds on our family-first culture that seeks to prioritise and empower family networks, when it is safe to do so. It aims to support kinship caregivers in providing stability and familiarity, allowing children and young people to be raised in a familiar environment surrounded by people who are connected to them. The programme also focuses on streamlining the process for families to access support, ensuring that children and families receive the appropriate assistance at the right time, regardless of their needs or backgrounds. This approach should make it easier for families to obtain the necessary help and experience a more consistent practitioner relationship when receiving support.

We remain committed to developing our services and support for young people with Special Educational Needs and/or Disabilities (SEND). We have refreshed our transformation programmes across all three boroughs and plan to work with local partners to further develop support for early identification and intervention, our boroughs local offers for young people in terms of education, health, social care and local resources and to improve our families experience of the assessment and planning processes.

Building on our successes, we have renewed our current business plan and published AfC’s new Strategic Plan to lead us into 2024 - 2029, The Plan will shape how we work and prioritise resources over the next five years. In developing the plan and our strategic priorities, we have reflected on what we know about our communities, and what has worked well or not so well during the term of our previous plan. We have sought feedback from children, young people, parents, carers, and the different professionals working within and alongside AfC, as well as from the three local authorities who own and commission us to deliver their children’s services.

We are privileged to provide services to children, young people and families across Richmond, Kingston and Windsor and Maidenhead and remain committed to celebrating success and continuing to learn and develop over the coming years.

Lucy Kourpas
Chief Operating and Finance Officer

Siân Wicks

Chair of the AfC Board of Directors

STRATEGIC REPORT

1. Progress against our 2023-24 objectives

We are pleased to present our progress for 2023 - 2024 against the six strategic priorities within our current business plan ;

1. stronger families;
2. positive futures;
3. excellent workforce;
4. financial stability;
5. organisational success; and
6. smarter working.

1. Stronger families

Early intervention and prevention remains at the heart of our work with families so that we are able to meet the needs of children and young people as early as possible and to prevent escalation.

Family Hubs have been an important part of our early help offer in Windsor and Maidenhead for a number of years now and we are really excited that we are now able to introduce a similar model in Richmond and Kingston. Family hubs bring together services from Children's Centres, Youth Service and Early Help together with partners we already work with, to deliver a range of supportive activities. Family hubs will make it easier for families in those areas to access the vital services they need, and help to improve health and education outcomes.

In Kingston and Richmond, the Families First team is a mutli-disiplinary team of practitioners working with families who present with a trio of vulnerabilities (domestic abuse, mental health, substance misuse). Over 445 families have been supported and the project has shown that for most families, where the Families First team provides support, they are less likely to need as much help going forward and are better equipped to help themselves.

We have now developed a similar service in Windsor and Maidenhead. The newly formed Families Together team supports families in crisis who are at imminent risk of having their child or children taken into care. Families are fast-tracked to receive support and are ultimately supported to keep their children at home or find a family network in order to care for their children. The team also supports children to return home from care, if this is the best option for them. So far, of the families we have supported 100% have been satisfied with the support and guidance provided.

The BOOST program has made a positive impact on young people struggling with emotionally-related school avoidance (ERSA). This one-day-a-week provision at Ham Youth Centre, Richmond takes a participative, learner-centred approach where youth have input into the services they receive. BOOST offers a nurturing, supportive space with programmes tailored to the needs, interests and aspirations of the young people involved, aiming to build confidence and resilience. With guidance from experienced youth workers, young people engage in activities, workshops and discussions to boost self-esteem and coping skills. Over 50% of young people served each term have successfully returned to full-time schooling, while others show improved well-being. The programmes' strengths lie in empowering youth voices, providing personalised support, and equipping them with tools for resilience amid challenges.

We are in the fourth year of running our Holiday Activities and Food (HAF) programmes, across Richmond, Kingston, Windsor and Maidenhead. Known within the boroughs as F.U.E.L (Feed Ur Everyday Lives) the programme offers a wide variety of enjoyable activities and food to children and young people aged 5 to 16 years who are eligible for Free School Meals (FSM). Across all boroughs, the programme grew throughout each holiday period with increasing numbers of providers, locations and spaces on offer. In total, 52 different partners worked with us to deliver the programme, with over 1,300 children and young people attending a range of fun and exciting activities. Of these, over 200 of the children and young people had additional needs. We are proud to say that two of our FUEL providers have been recognised in the HAF regional awards 2024 and will be formally recognised later this year in a ceremony hosted at the House of Commons.

A new pilot service for parents and carers of newly diagnosed Autistic Children & Young People was established, providing a one year package of practical and emotional post-diagnostic support. The service has been delivered by a small team including a Counselling Psychologist and two full-time Assistant Psychologists. The support included four individual check-ins during the year for each family plus access to a group for parents and trial groups for children and young people. Over 220 families to date have accessed the support during the 18 months of the project. Feedback from families has been extremely positive, highlighting that it created inclusivity for families with neurodivergent children, improved the rate of responsiveness to their queries whilst the individual check-ins and provided the opportunity to connect with other families.

In February of this year, we launched our redesigned Local Offer websites for the Royal Borough of Windsor and Maidenhead (RBWM). The AfC info part of the website covers childcare, school admission policies, procedures for children in employment and entertainment, Family Hubs, safeguarding and child protection, as well as support for young people leaving care. The SEND Local Offer provides details of support and services for children and young people with SEND aged 0 to 25 years and their families. The redesign of the website was based on feedback to make it more engaging, simpler to navigate and easier to search, enabling young people and families better accessibility to our services.

Positive futures

Within our Early Years services, we are committed to delivering on the National Childcare Expansion programme. This includes two major projects; the expansion of the early years entitlement and the wrap around childcare programme.

From September 2025, the expansion of the early years entitlement will mean that eligible working parents of children aged 9 months and above will be able to access 30 hours (over 38 weeks a year) from the term following their child turning 9 months to when they start school.

The wrap-around childcare programme will enable all parents and carers of primary school-aged children who need it, to access term time childcare in their local area from 8am-6pm, so that parents can access employment and improve labour market participation.

We are working hard to improve the inclusive services we provide to children and young people with SEND as well as supporting the young people in our care and those that access our youth services.

Considerable progress has been made for the services we provide to children and young people with Special Educational Needs and Disabilities (SEND)

In February 2024, Maidenhead hosted its fifth Annual Inclusion Summit These summits help us to understand how children with SEND can be better supported through services and saw over 160 delegates attend the event. This year there was a selection of workshops on SEND Support, The Local Offer, Emotional Regulation, CYPIT Therapies and PCPath (Person-Centred Path) that attendees could participate in and provided in depth information and the opportunity to ask questions specifically about those topics. The Marketplace was a bustling environment with 20 stalls, all providing information on the support they can provide families and professionals.

Richmond local area was most recently inspected by Ofsted and the Care Quality Commission in October 2023, judging that the local area partnership's SEND arrangements lead to positive experiences and outcomes for children and young people with SEND, and that the local area partnership is taking action where improvements are needed.

In October 2023, the Access All Areas transition event took place. This was a transitions and careers event for young people with SEND in Kingston and Richmond and their families to speak directly to local employers, colleges, supported internship providers and professionals from other support services about what is available to them as they transition out of education. A total of 357 people attended. There were 59 exhibitors for the young people and families to meet and interact with. This included representatives from Health, Social Care, Education and employment and more.

To reflect developments, including changes in local needs, the establishment of Integrated Care Systems, the government's SEND and Alternative Provision Improvement Plan, both Kingston and Richmond's SEND Futures Plans have been refreshed. These plans set out how we, Kingston and Richmond's Local Area SEND Partnership, will work with children, young people and their families to improve our services on a continuous basis, within the financial resources available to us and were launched in April 2024.

Futures Groups was a year-long therapeutic group pilot programme to support 11 young people who experience Emotionally Related School Avoidance (ERSA). Parents and their children were offered 10-15 support sessions focused on a range of themes. The sessions for young people were arts based with a narrative approach whilst sessions for parents focused on topics such as self care and developing confidence. The pilot shows promise as overall there was an increase in school attendance and return to school.

We are clear that outcomes for our children in care are best when they can remain living locally so that they remain close to their networks such as friends and family and that there is minimal disruption to their education and learning.

The development of a new children's home in Kingston is well underway and we were successful in securing match funding from the Department for Education (DfE) The new purpose built home will provide three en-suite bathrooms for our young people and two bedrooms for staff. The design of the home has been heavily influenced by our existing Richmond children's home, Hope House, which has been operational since 2020 and input from our children and young people.

In June 2023, we gained support from Windsor and Maidenhead Council to explore options for in-house children's home provision and supported accommodation. We have been working closely with the property team to identify suitable locations and have made significant progress with early feasibility studies being conducted to test the viability of two potential sites. We hope to progress a full business case by the end of the year.

Care experience is now recognised within our equality impact assessments as a protected characteristic, ensuring that consideration is given to those in care or who have been in care when we are developing or changing services or policies.

Excellent workforce

We continue to have a critical focus on recruiting and retaining the right staff as we recognise a stable and talented workforce is key to providing good quality support to children and young people. Over the last 12 months we have improved many of our employment benefits, including extending our annual leave entitlement, offering salary supplements and reviewing the discount schemes available. In addition we have introduced an extended training offer for hard to fill roles, which now includes a step-up into Social Work and the Social Work apprenticeship providing opportunities for development across our social care teams.

The Professional Development Scheme was refreshed in Spring 2023 to further enable employees across Achieving for Children to strengthen the knowledge, skills and experience they need to do their jobs well. The refreshed scheme is designed to develop and support employees to improve their qualifications, skills and to develop their potential. Using the scheme successfully will improve retention of our talented people, reduce turnover and encourage career progression opportunities.

The new staff recognition awards proved incredibly popular, with over 469 nominations across the whole organisation. There were ten categories in total, including recognition for “rising star”, “working together for children” and “diversity and inclusion” AfC hosted staff award events in each directorate which were well received and attended. It was a great opportunity to come together in person to recognise achievements and celebrate outstanding contributions.

During March 2023 to April 2024 the Learning and Development service delivered 958 live events with 16,203 attendees from both AfC and our partners, this is a 5% increase from the previous year. Within AfC we have enabled our staff to attend 25,294 hours of face to face events, which averages out as 16.3 hours per person against the AfC head count. We continue to consider different approaches to the delivery of learning and development provision, with a move away from the more traditional methods of face to face training and a shift towards desk-top learning opportunities, led by the employee. Consistent with last year, the overall evaluation of the learning and development opportunities that we provide remains high, with 92% of our courses rated good or excellent and 97.3% of delegates stating they would recommend their course to colleagues.

Achieving for Children’s approved apprenticeship training provider, Way 2 Work, has once again been approved on the Register of Approved Apprenticeship Training Providers (RoATP). This allows us to offer high quality apprenticeships and works with employers to provide relevant and meaningful training to anyone aged 16 plus. It offers apprenticeships in a range of sectors including early years, business support, customer services and teaching. As well as working with local schools to promote apprenticeships as a pathway to employment and businesses to provide apprenticeships opportunities, it provides apprenticeships within Achieving for Children. Throughout their apprenticeships, learners receive information, advice and guidance, including CV development, interview skills and assistance with their job search. Way2Work specialises in supporting potentially vulnerable learners, including those with special educational needs and disabilities, children who are looked after and care leavers.

Our strong focus on equality, diversity and inclusion (EDI) has continued during 2023-24. Our staff-led EDI Board has continued to be instrumental in driving forward EDI improvements across the organisation which has resulted in a refreshed action strategy and action plan. During the year we have signed up to the Menopause Workplace Pledge and continue to offer support and resources including through our popular Menopause Cafes.

During Black History Month in 2023 we put on an extensive programme. This included special guest speaker Bernadette Thompson OBE, spotlight from staff celebrating Black women through history ‘Saluting our Sisters’ and training made available, delivered by a Systemic Psychotherapist. The workshop gave participants an opportunity to reflect on the construction of ‘race’ and how it influences professional interactions in the workplace. We continue to proactively work to improve the inclusivity of our workplace culture.

This year the Ramadan challenge returned to AfC with muslim staff inviting colleagues to share one day of fasting to raise understanding and awareness of the challenges and rewards of observing Ramadan.

In 2024 the Youth Council in Kingston and Richmond completed accredited Racial Literacy Training, equipping them with invaluable knowledge and awareness about racism's complexities. Leveraging this understanding, they partnered with the Safer Kingston Partnership to develop an online questionnaire exploring young people's experiences with racism. The response was fantastic, with 1,300 young people participating, demonstrating their eagerness to contribute their voices to this critical conversation.

Financial stability

As an organisation we aim to deliver services that provide excellent value for money and we are trusted by our commissioning councils to deliver the best possible services within an agreed funding envelope. Given the financial context, nationally and locally, it is essential that we are focused on delivering efficient, cost-effective and financially sustainable services so we are able to support those most in need.

This financial year has been one of the most challenging for AfC as the demand for our services are continually increasing along with the cost of delivery. Through a number of efficiency projects we have been able to achieve £4m worth of savings and cost mitigations which is a significant accomplishment.

Funding of SEND services continues to be a significant challenge in recent years across all three of our boroughs and in particular, in Kingston and Richmond. During 2023-24 we have continued to meet and exceed the requirements of our safety valve funding which was first received in 2021, and which was agreed by the Department for Education as a result of a concerted effort over recent years to get a fairer funding settlement from the Government. In Windsor and Maidenhead there is strong governance to support the Delivering Better Value (DBV) SEND programme which will look at bringing costs back in line by focussing on early assessments of SEND in schools and the support available and transitions into adult services.

Another challenging area is placement costs for children in care. As well as developing our in-house provision for children’s homes and supported accommodation, we have been undertaking a number of initiatives to increase our foster care placements and use kinship care where appropriate.

We are pleased to announce that in October 2023, Windsor and Maidenhead, our owning council agreed to a further five year contract extension demonstrating their confidence in us to deliver their children’s services.

Organisational success

We have continued our work as a Sector Led Improvement Partner (SLIP). In this role, we provide support to other local authorities through collaborative working, by sharing good practice and by providing constructive challenges. We have worked with Redcar and Cleveland local authority to improve their data collation and reporting.

Our partnership with Richmond Parish Lands Charity (RPLC) has continued. We have administered over 40 crisis grants and 25 education grants to give young people and families the support they need to get through the cost of living crisis. In collaboration with RPLC, a project is underway to look at school attainment and narrow the gap between children receiving Free School Meals and those who are not.

In September 2023, we were successful in receiving grant money from the DfE to develop and pilot a befriending and mentoring programme which we have rolled out for our Unaccompanied Asylum Seeking

Children (UASC) with the ambition of expanding the programme to be available to all care leavers. We have partnered with a local charity, Hope for the Young, and are helping to recruit mentors who will provide one-to-one support and advice to young refugees to help build social networks, give practical and emotional support, map future gaols and some practical advice on access to local services, information about the local area and guidance on how to access education or employment.

Smarter working

Significant progress and innovation has been made with AfC's digital transformation work. Multiple processes have been automated with the introduction of Robotic Process Automation (RPA) and Artificial Intelligence (AI) , to lessen the burden of administrative tasks on a busy workforce, creating efficiencies so that frontline staff can spend more time supporting children and young people.

Robotic Process Automation (RPA) has been used together with Artificial Intelligence (AI) to access AfC's education system, Synergy, updating the admissions module with address verifications for primary and secondary school applications. Across three admissions rounds in Kingston & Richmond, 3,322 records were updated in Synergy using RPA, all of which had been cross checked with Council Tax (CT) records using automation. The match rate in Kingston, where multiple CT extracts were merged prior to processing, was 68% for Junior and 63% for Primary, a 64% increase on previous single extract processing.

Missing Persons reports from the police have been processed using RPA, starting and ending missing episodes automatically in the Liquid Logic case management system and notifying the Misper Team to improve service reliability. Of the 545 missing report contacts created in Q3/Q4, 38% were created and processed entirely with RPA.

Work has continued with the introduction of the digital customer platform which has recorded over 4,000 interactions and seen 58 processes digitised. We are also embedding Machine Learning for document translation, which has increased content accessibility for families at a reduced cost.

Following significant investment from Windsor and Maidenhead Council, a new social care and early help case management has been procured, with the roll out starting at the end of 2023. The new system offers a real opportunity to improve the work we do with Children, Young People and Families . The new system will support robust recording and data management and allow for a single record on a child, ensuring all recording is in one place, avoiding duplication.

2. Risks and risk management

Our risk management framework helps to ensure we identify and manage those risks that could affect our ability to deliver the company's objectives. The management of risk is embedded in our day-to-day business activities, and well-established processes and policies are in place. All of our employees have a role in reducing risk through our internal control framework. Our principal risks are recorded in our Board Assurance Framework which is regularly reviewed by the Leadership Team and reported to the Board of Directors. The Audit and Risk Committee looks in detail at the risks, mitigations that are in place and the level of assurance available from the Executive. Strategic risks are the direct responsibility of the Leadership Team and concern the overall direction of the company and its sustainability. Operational risks concern day-to-day activities which need to be managed in order for services to be delivered. They are managed and monitored by individual service managers.

Details of the Company's financial instrument risks are set out in Note 23 of our accounts. These are not regarded as material to an understanding of the assets, liabilities, financial position and profit or loss of the Company. The following table details the high level strategic risks that are not related to financial instruments

POTENTIAL RISK DESCRIPTION	IMPACT OF RISK IF IT MATERIALISED	RISK MITIGATION
Potential risk that we do not keep children, young people and families safe and supported	A child is not safeguarded and experiences harm, failure to deliver statutory duty, reputational damage, needs of children and families escalate	Employment of experienced and qualified staff, appointment of Directors of Children's Services with statutory oversight and responsibility, internal audit of processes and policies, external inspections of services, quality assurance processes, clear reporting mechanisms and lessons learned
Potential risk that we do not deliver services that align with our councils' priorities	Children, young people and families do not receive a consistent offer from all borough services, councils lose confidence in the AFC delivery model and do not renew contracts	Senior leaders part of council leadership teams, DCSs are seconded from the councils, joint work on key strategies and approval via council committees and Joint Ownership Board, regular contract monitoring meetings, annual review of priorities and budgets
Potential risk that we do not have a skilled workforce that is safe, happy and healthy.	Quality of services falls below required standards, children and young people do not have consistency of key professionals which impacts outcomes, insufficient knowledge and experience to meet statutory duties, services are more expensive as AfC becomes reliant on more expensive agency staff	Workforce strategies to support coordinated approach to recruitment and retention, ongoing recruitment activity, periodic review of AfC staff offer, experienced HR professionals, targeted recruitment campaigns, well established workforce development offer, recruitment checks
Potential risk that services become unaffordable and do not represent value for money	Services are no longer affordable for our commissioning councils and contracts are not renewed, preventative services are reduced to support statutory services, reputational damage	Budget agreed annually with each council including growth, savings and inflation, monthly monitoring and reporting of budgets internally and externally, periodic benchmarking of services, ongoing review of how money is prioritised

Potential risk that we do not comply with corporate statutory responsibilities	AfC is not statutorily compliant leading to fines and reputational damage	Statutory compliance register held by Chief Operating Officer and reviewed quarterly by the Audit and Risk Committee, Employment of suitable qualified staff, Board Assurance Framework
Potential risk that we are not known to or trusted to deliver quality services and advice	Children, young people and other key stakeholders lose confidence in our ability to support them / deliver good quality children's services, councils do not renew contracts, we are unable to bid for grant funding, reputational damage, increased complaints	Established Quality Assurance Framework with quarterly reporting on quality of services and associated improvement plans, surveys to assess service user satisfaction, improvement plans where issues identified, oversight of services by experienced leadership teams and professionals, established Communications Team.
Potential risk that external threats compromise the deliverability of our objectives	Failure to provide safe, effective, responsible and affordable services. The commissioning councils revise their commissioning services due to inconsistent statistical priorities or financial difficulties.	An established hybrid working regime with the ability for staff to work from home. Increased focus on cybersecurity with a prioritised programme plan for ICT, business system development and digital improvement. Clear protocol for delivery of children's services detailing critical tasks that need to be delivered against the key elements of the Children's Act. Monthly budget monitoring to regularly look at spend compared to budget. The Commissioning Board meets monthly to discuss high risk procurement and plan re-procurement.

3. Our Finances

The Company was incorporated on 5 February 2014 and commenced trading on 1 April 2014. The majority of its revenue comes from its contract with the three owning Councils for the provision of children's services. This income totalled £227 million in 2024/25 (£195m in 2022/23) which represents 89% (90% in 2022/23) of total income (on a management accounts rather than financial accounts basis).

Management Accounts Position

The Company has spent £255 million (£218 million in 2022/23) in the delivery of services. Needs led and social care staffing budgets remain the biggest financial pressure for the Company and have been the subject of significant contract price adjustment during the year. The Commissioning Councils agreed to all requests for contract price change controls during the year. The increased contract funding relates to Social Care staff and placements, SEN Transport, legal costs and high needs education services (funded by the ringfenced Dedicated Schools Grant) as follows:

	General Fund £000	Dedicated Schools Grant Fund £000	Total £000
Richmond Contract	2,758	1,962	**4,720**
Kingston Contract	3,318	6,076	**9,394**
Windsor and Maidenhead Contract	3,361	390	**3,751**
Total	**9,437**	**8,428**	**17,865**

The final outturn after change controls was as follows:

	Expenditure	Income	Overspend/(underspend) after EOY change controls
	£000	£000	£000
Operational Strategic Management	2,980	2,930	**-50**
Social Care and Early Help	103,093	101,919	**-1,175**
Special Educational Needs and Children with Disabilities	106,949	107,839	**890**
Education	18,328	18,373	**45**
Public Health	1,786	1,786	**0**
Business Services	22,110	22,400	**289**
Total	**255,246**	**255,246**	**0**

Financial Statements

For the reporting period the Company made a trading profit of £2.397m (2022/23 loss £11.741m) and reported a total comprehensive loss of £4.417m (2022/23 income £73.142m) which is attributable to its parent Councils in accordance with their share of ownership (Richmond 40%, Kingston 40%, Windsor & Maidenhead 20%). The profit comprises:

	2023/24 £000	2022/23 £000
Trading Profit / (loss)	2,397	(11,741)
Other comprehensive income/expense (re-measure of net defined benefit liability)	(6,814)	84,883
Total comprehensive (expense)/income	**(4,417)**	**73,142**

For the reporting period, the main differences between the Company's outturn in its management accounts report and its trading loss reported in the Statement of Comprehensive Income are related to pension adjustments under IAS 19. The difference between the loss from continuing operations and the position for total comprehensive income of -£4,417 million is due to re-measurement of the pension liability under IAS 19. A full reconciliation between the management accounts position and the financial accounts position is detailed in Note 9 to the Accounts.

The Statement of Financial Position, or Balance Sheet, includes a net pension liability of £7.452 million (£1.577 million liability at 31 March 2023). The majority of the Company's employees are members of the Local Government Pension Scheme (LGPS) which is a defined benefit scheme. When the Company started trading on 1 April 2014, the majority of its staff transferred their employment from the Councils into the Company under TUPE, which included transferring their membership of the LGPS to the Company. The Company is an employer in the LGPS scheme, within the two pension funds administered by Wandsworth (Richmond) and Kingston Councils.

The net pension liability at 31 March 2024 is calculated under the provisions of IAS 19 whereas the employer's pension contributions that the Company actually makes to the pension funds are based on an actuarial valuation undertaken under the rules of the LGPS. The Company's contributions are re-assessed at each triennial valuation for pension funds in the LGPS. The most recent valuation was carried out as at in 2022 and has resulted in an increase in employer contribution rates from 19% to 19.9% (effective 1st April 2023). The next triennial valuation will be undertaken in 2025/26 with new employer contribution rates effective from 1st April 2026.

The Company holds assets (trade and other receivables, cash and cash equivalents, non-current assets) totalling £67.433 million at 31 March 2024 (£56.154 million at 31 March 2023). The assets relate to Trade and Other Receivables, Cash and Cash Equivalents and Non current assets. A significant value of 'Right of Use' assets were written on to the Balance Sheet in 2019/20 to reflect the accounting requirements of IFRS 16. The majority of assets are leased from the company's three owning councils and relate to buildings and vehicles used in the delivery of contractual services.

Financial Support from the Company's Owners

The Councils are contracted with the Company for a minimum period of seven years from 1st April 2014 (Richmond and Kingston) and 1st August 2017 (Windsor and Maidenhead). Richmond and Kingston agreed to utilise the option to extend the contract period by another five years to the end of March 2026. Windsor and Maidenhead agreed to utilise the option to extend the contract period by another five years to the end of July 2029. The contract prices are agreed annually to take into account changes in service requirements, inflationary and other cost pressures on the Company, and the need for cost reductions to be identified so that the Company can deliver value for money and contribute to the Councils' overall financial targets.

In addition to the annual review of the contract prices, the Company can request additional funding under a 'change control' provision in the contract when the Company is faced with additional costs, for example from increases in the number of children requiring services.

In terms of its liquidity, the Company can borrow from the Councils under the Revolving Credit Facility of £45 million. This provides funding to the Company to cover cash flow, losses and any investment requirements.

Future Financial Plans

The Company has prepared a Medium Term Financial Strategy (MTFS) which forecasts its income and expenditure and financial risks over the next three years. The emphasis of the MTFS is on maintaining financial sustainability given the challenging funding context for children's and education services nationally. The Plan includes details of how the Company intends to meet the Councils' cost reduction targets in the medium term, continue to provide value for money and links directly to the Company's Business Plan.

Going Concern

Achieving for Children CIC has been assessed by the Directors as a Going Concern. Despite the significant accounting losses reported in these Accounts, the Board and Leadership Team have made significant progress in identifying how these financial challenges will be met and continue to develop these plans. The Board's Medium Term Financial Strategy outlines these financial plans in more detail and addresses what actions are being taken to reduce the Company's cost base to accommodate proposed reductions in the owners' contract prices over the next three years. As with the parent Councils, the Company will revise pension contributions in line with the most up to date actuarial assessment and guidance. The increased cost is fully funded under the contracts with the Councils as they represent an unavoidable cost of delivering children's services. The Company is wholly owned by three Councils who are determined to be Going Concerns. The Company is able to borrow from the councils under a Revolving Credit Facility to support short term cash flow and the councils are contractually committed to procuring children's services from AfC until 31 March 2026 in Richmond and Kingston, and until August 2029 in Windsor and Maidenhead.

The contracts with the three owning councils represent 90% of revenue, whilst the remaining income is generated through work with schools and other Local Authorities. Due to the funding nature of local authorities and schools, the risk of permanent default of payment for current and future commitments is low.

4. Looking Forward

We have developed a new Strategic Plan for April 2024 - 2029. Our Strategic Plan sets out how we will deliver excellent services, meet growing and changing local needs, operate our business more efficiently and commercially, and secure our long-term financial sustainability. It can be found via this link.

The priorities in our new strategic plan are based on a sound understanding of the local needs in each of the three local authority areas. A strong evidence base for the plan was developed using demographic trends, performance data and the needs analyses alongside more qualitative feedback about the effectiveness and impact of our services. Our key priorities include:

- Safe and Healthy: supporting children and young people to live safe and healthy lives
- Stronger Families: supporting young people and families to develop resilience and independence
- Positive Futures: supporting children and young people to achieve meaningful outcomes from birth until they transition to adulthood and enable them to live, learn and thrive locally
- Dynamic Organisation: developing a workforce and organisation that is tailored to the needs of children, young people and families of our boroughs

Our focus over the coming years will be on continuing the delivery of safe and high quality services for children, young people and families. We will ensure our early help and health services remain strong, our children's social care services effectively safeguard and care for children and young people, and we meet the needs of those with special educational needs and disabilities. We will maintain our reputation as an excellent provider of educational support services, including working with our commissioning Councils to provide sufficient school places.

Signed on behalf of the Board:

Siân Wicks
Chair of the AfC Board of Directors

DIRECTORS' REPORT

5. Our governance arrangements

5.1 Achieving for Children as a Company

Achieving for Children (AfC) is a not for profit, community interest company, originally established in 2014. We are owned and commissioned by the Royal Borough of Kingston upon Thames, London Borough of Richmond upon Thames and the Royal Borough of Windsor and Maidenhead to deliver their children's services.

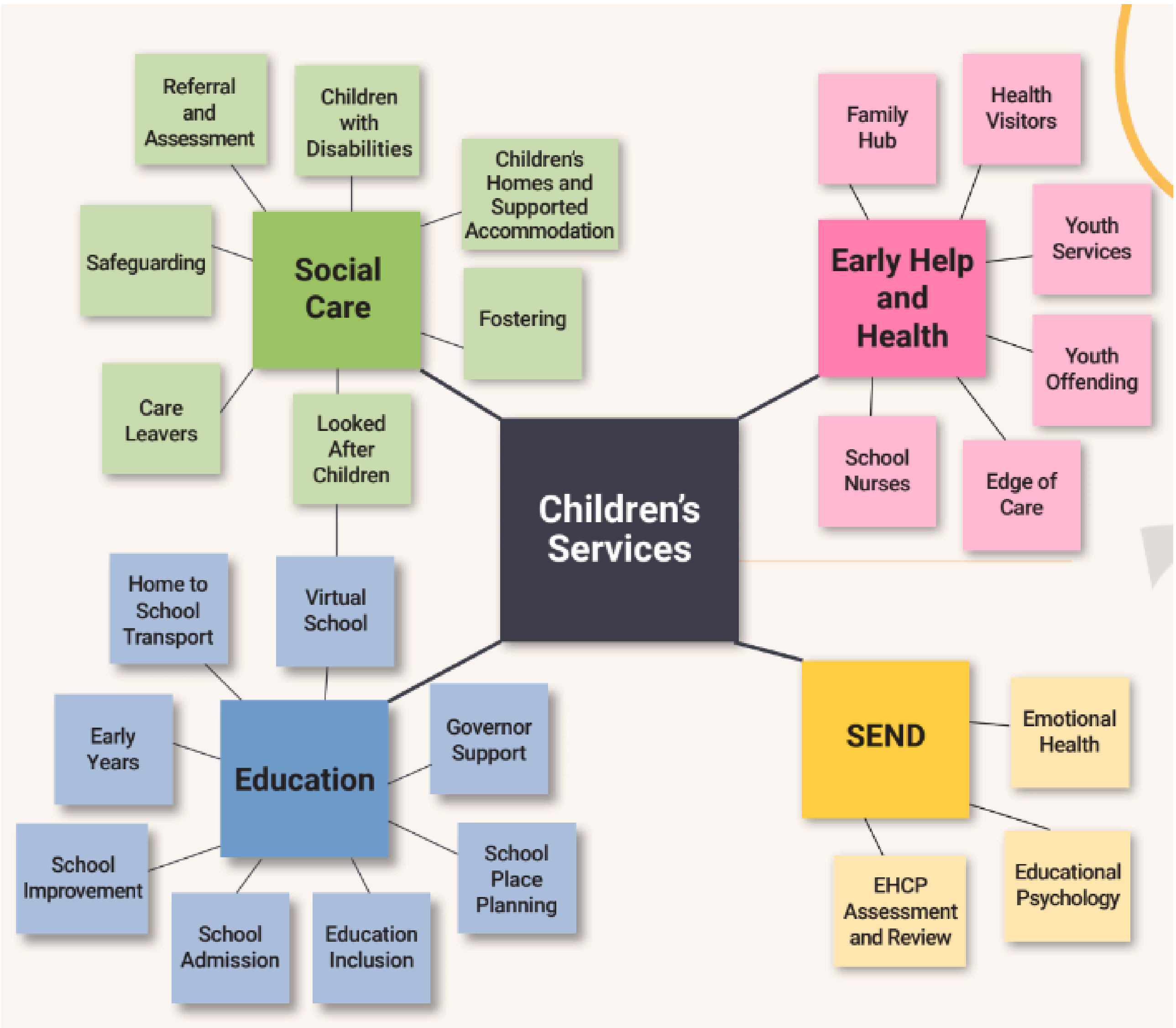
We are an organisation of 1,527 children's services practitioners and are dedicated to putting children and young people at the heart of everything that we do. Our delivery model supports integrated services across education, health and social care to achieve positive outcomes for the families that we work with.

We actively seek the views of children and young people when shaping services and believe that we have a responsibility to make sure that their voices are heard, not only in AfC, but also with partners and across our communities too.

We work closely with local partners including our local authorities, schools, colleges, early years providers, health, adult social care, the police and the voluntary sector to support and champion a joined-up experience for children, young people and families who live and learn in our boroughs.

We support young people from birth up to the age of 25 years. Our service offer is rooted in strong universal and targeted early help provision. We aim to support families and young people at the earliest opportunity to prevent needs escalating and to support independence and resilience.

Services are delivered in person and digitally and we regularly review them to ensure they can be accessed in a way that is convenient and engaging. We host services online and in community-based buildings, including youth centres, family hubs, children's centres, family contact centres and offices across all three of our boroughs. We encourage partner agencies to co-locate services in our buildings, or on our web platforms, to support an integrated experience.



Our workforce

As of the end of March 2024, Achieving for Children has 1523 employees (equating to 1206 actual full time equivalent) excluding agency workers. Our employees come from a broad range of professional disciplines including social work, teaching, health services and public sector management. We work hard to ensure that our workforce represents the diversity of the children and young people we work with. We are committed to the recruitment, training, development and promotion of people with disabilities and those with care experience.

The following information covers a snapshot of workforce data as at 31 March 2024. Figures include all permanent, casual and temporary staff but excludes agency workers. Percentages in the sections below show the proportion of employees for which equalities data is known and recorded and therefore, percentages reflect the known numbers. The unknown numbers are excluded when calculating percentages (unknown = no information is held about an employee's protected characteristics and no assumptions have been made. This includes those who prefer not to say).

- 81.2% of our employees are female, a similar % to the previous year
- 25% of our employees who declare their ethnicity are from a Black, Asian or Minority Ethnic (BAME) background
- 3.4% of our employees reported that they had a disability, a decrease of 3.6% from the previous year
- The largest faith group within our workforce is Christian at 29.5%. Employees with no faith or religion or who did not declare their religion account for 53.6% of the workforce.
- The majority of employees are aged between 30 and 50, which equates to 45% of the organisation.
- 30.2% of our employees are married or in a civil partnership; 23.9% are single; and of the data we hold, 5.53% have a partner.
- Of the data we hold, over 2.0% of our employees are gay, lesbian, bi-sexual or other.

Gender Pay Gap

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, public sector employers with 250 or more employees are required to publish a snapshot of their workforce data.

The following bullet points summarise the latest findings from the April 2024 published gender pay gap report.

- 81.21% of our workforce are women
- 82.7% of the top quartile of earners are women (compared to 82.1%
- AfC's mean pay gap is -3.89% (in favour of women). The mean gender pay gap has moved to favour women slightly more since the previous reporting period, April 2022 (-2.32%)

The gender pay gap is not about equal pay for men and women. It is the difference between the average and median pay of men and women. It does not measure equal pay, which relates to what women and men are paid for the same jobs or work of equal value. In Achieving for Children equal pay is addressed through our job evaluation scheme.

The data required by the Government is a fairly simplistic indicator of a complex set of issues. Our ambition is to ensure equality of opportunity for people of all genders.

Communication

To ensure our employees are kept informed, consulted and involved in the development of the company, Achieving for Children uses a wide range of communication channels. This includes

- our interactive, well kept intranet "Connect"
- a weekly e-news bulletin to all employees
- regular video blogs by the Directors of Children's Services
- directorate based all staff briefings
- Informal drop-in sessions are held by Senior Leaders across AfC, which allow an opportunity for employees to raise issues and concerns.

- wider leadership, in person briefings
- annual leadership summit and regular management meetings.

Managers are responsible for feeding back information to employees through regular team meetings and supervision sessions.

The work of the Board of Directors is shared with employees through meeting summaries which are produced after each Board meeting. The Non-Executive Independent Directors visit services to meet and speak with employees so that they have a rounded understanding of the services provided to children and their families.

Our partners

We know that excellent children's services cannot be delivered in isolation. We have worked with health services, the police, schools and organisations in the voluntary sector to make sure our services are relevant and responsive to the needs of local children and families. Senior leaders from the company represent the interests of children's services on a number of statutory partnership bodies, including the Health and Wellbeing Boards, Community Safety Partnerships and the Children's Safeguarding Partnerships.

Through the development of our new Strategic Plan we have worked closely with our owning councils to ensure our plans align with their strategic priorities. This is demonstrated by our involvement in the development of the Council's Corporate Plans and Children and Young People's Plans in each borough.

Our commitment to partnership working is evident in the way in which we engage with children and young people and their families. We know that children and young people and their parents and carers are best supported if they are able to shape and determine the services they receive. For example, during the past 12 months we were pleased to establish regular meetings between the Achieving for Children Board and our Youth Council to ensure our Board Directors can directly hear from children and young people.

Streamlined Energy and Carbon Reporting (SECR)

Under changes introduced by the 2018 Regulations, large unquoted companies and large LLPs are obliged to report their UK energy use and associated greenhouse gas emissions as a minimum relating to gas, electricity and transport fuel, as well as an intensity ratio and information relating to energy efficiency action, through their annual reports.

The data included is based in the GHG Protocol Corporate Standards, described below:

- **Scope 1 (Direct emissions):** Emissions from activities owned or controlled by your organisation that release emissions into the atmosphere. They are direct emissions. Examples of scope 1 emissions include emissions from combustion in owned or controlled boilers, furnaces, vehicles; emissions from chemical production in owned or controlled process equipment.

- **Scope 2 (Energy indirect):** Emissions released into the atmosphere associated with your consumption of purchased electricity, heat, steam and cooling. These are indirect emissions that are a consequence of your organisation's activities but which occur at sources you do not own or control.
- **Scope 3 (Other indirect):** Emissions that are a consequence of your actions, which occur at sources which you do not own or control and which are not classed as scope 2 emissions. Examples of scope 3 emissions are business travel by means not owned or controlled by your organisation, waste disposal which is not owned or controlled, or purchased materials or fuels.

UK Greenhouse gas emissions and energy use data	**CO2e 2022 - 2023**	**CO2e 2023 - 2024**
Scope 1 emissions in metric tonnes CO2e		
There is no data to report under scope 1	0	0
Scope 2 emissions in metric tonnes CO2e		
Business travel in passenger vehicles - SEND Transport Taxis	910	911
Business travel in employee owned vehicles	299	364
Scope 3 emissions in metric tonnes CO2e		
Electricity consumed within the buildings which AfC occupy is purchased and controlled by our owning Councils. AfC are recharged based on usage. (see note 1)	1,001	159
Gas consumed within the buildings which AfC occupy is purchased and controlled by our owning Councils. AfC are recharged based on usage. (see note 1)	Unavailable	138
SEND Transport Fleet	356	382
Zipcar contract	30	20
Total gross emissions in metric tonnes CO2e	**2,596**	**1,974**

UK Greenhouse gas emissions and energy use data	CO2e 2022 - 2023	CO2e 2023 - 2024
Intensity ratio Tonnes CO2e per employee	**1:2.3**	**1:1.03**

Note 1: *AfC provides services across three local authorities, Richmond, Kingston, Windsor and Maidenhead. All buildings and the utilities are managed by the owning Councils (our landlord). AfC has different lease agreements per building and we have been unable to extract the exact data for some of its buildings due to how we are recharged. We have made the assumption of energy used for the whole company based on buildings where we know the electricity/gas used for the year (KWh), and total AfC occupancy within the building. We have taken an average of Kwh per employee and scaled up to provide an estimate for the company as a whole.*

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting. Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK

Measures taken to improve energy efficiency

In 2020, Achieving for Children developed its own Environment Strategy. The strategy highlighted areas where Achieving for Children could reduce its carbon footprint and improve reporting mechanisms to demonstrate impact.

Waste

We have made concerted efforts to reduce single use plastic within our offices. Including providing reusable cups for meetings, instead of plastic cups. providing our Youth Council with recycled, reusable cups for their meetings. Reviewing the stationary order. Promoting initiatives through our health and wellbeing scheme such as plastic free picnics and encouraging the use of reusable coffee mugs. We currently have no means of collecting data on single use plastic usage.

We continue to promote our think before you print campaign and have seen a significant reduction in the amount of printing which we undertake as a company. We have moved a lot of our information online, reducing the need to create paper copies, and where large volumes of printing is required, we promote the use of the Council's print rooms, who can undertake the jobs on larger printers which use less energy.

We partnered with a local company, Reconome, who recycled our work mobile phones when they became end of life. The phones were repurposed and distributed to local schools to enable children and young people to use them as a way of accessing their education online and increasing digital inclusion. As part of this initiative for every mobile phone we donated, they planted a tree.

Energy
AfC operates a hybrid working model providing an opportunity to deliver services more flexibly, enabling staff to work from home more frequently. Achieving for Children, in collaboration with its owning Councils has reduced its office space significantly which has reduced the requirement for high consumptions of electricity, gas and water. AfC now operates from 34 buildings and there is staff occupancy of 4:10 in our main offices.

AfC's Digital Board is an integral part of AfC's Environment Strategy, providing digital solutions which in turn will reduce our carbon footprint. For example, through the use of online meetings and providing staff with appropriate devices, AfC has managed to drastically reduce the amount of paper we print.

Transport
AfC is responsible for delivering a transport service for children with special educational needs and disabilities, to and from their education provider. We have seen an increase in demand on all of our services and this is reflective of the increase in carbon emissions which have been produced as a result of additional SEND taxi and mini bus usage.

Over the coming years AfC will be renewing its current fleet contract to ensure that the vehicles provided as part of the contract are Euro 6 compliant. The ambition is to transition to electric vehicles as soon as a suitable replacement which matches the current specification is available.

As a relationship based organisation, delivering statutory services, face to face to support is unavoidable and we recognise that travel will remain an essential part of our business. Again, we have seen an increase in travel due to increase in service delivery. Travel through means such as cycling or by public transport are encouraged where possible and we have extended our cycle to work scheme to include Windsor and Maidenhead. As part of AfC's and the Council's climate change action plans, we will endeavour to look at alternatives which are more favourable, for example electric fleet cars and continue to promote initiatives such as the cycle to work scheme.

6.2 Governance

Ownership
The Royal Borough of Kingston upon Thames (40%), London Borough of Richmond upon Thames (40%) and Royal Borough of Windsor and Maidenhead (20%) are the joint owners of Achieving for Children, which is a community interest company limited by guarantee. The responsibilities and decisions they retain as owners are set out in an inter-authority agreement. The Councils fulfil their ownership role through a Joint Ownership Board and also through their established Committee/Cabinet structures. There is also a Joint Committee which meets as a dispute resolution mechanism if required. The Committees are responsible for ensuring that ownership decisions are made in the best interests of Achieving for Children and that there is strategic alignment with the three owning councils. To ensure the role of company owners in the governance of the company is explicit there is a clear scheme of delegated authority. The Reserved Matters are structured according to bands as set out below along with the associated decision making arrangements:

Band 1- reserved to the founding members and require both Kingston and Richmond to unanimously agree to pass. These are matters that relate to the company size and form. These decisions are taken by the Full Council of each relevant owning council.

Band 2- matters that require 75% of the votes of all members (special resolution) to be cast in favour to pass. These are matters that are required in law to be a special resolution and are taken by the Chief Executive in consultation with the Leader of each Council.

Band 3 – matters require the majority of votes by the members to be cast in favour to pass. These decisions are taken by each council's established Committee / Cabinet.

More information about Achieving for Childrens governance arrangements is available on the following links:
2020 Governance Review
Governance Summary

Operational commissioning decisions and performance review is delegated to a number of specialised officer boards that meet regularly throughout the year with membership including strategic finance leads from each commissioning council and AfC, the AfC Chief Operating and Finance Officer, the Director of Children's Services for each borough, Lead Commissioners from each borough and other relevant officers.

Financial Governance Arrangements
The Council owners exert a degree of financial control over the Company. In particular the owners have to approve:

- The Company's Strategic Plan, including its budget
- The Company's Treasury Plan
- Any contract for revenue expenditure that has a total value of more than £10 million or any capital investment of more than £10,000

The Councils provide funding to the Company through a Revolving Credit Facility. This is a short-term loan facility that provides working capital, investment finance and funds any losses for the Company. The Councils closely monitor the Company's financial performance through the Operational Commissioning Group.

In addition to the requirements of the Companies Act 2006, as a community interest company Achieving for Children is governed by the Companies (Audit, Investigations and Community Enterprise) Act 2004 and the Community Interest Company Regulations 2005. The Company is established as a not-for-profit organisation and seeks to provide value for money services to the Councils – any surplus that is made is earmarked for investment in children's services. The Company trades primarily with its parent Councils and other entities involved in providing children's services within the UK. The company is domiciled in the UK for tax purposes. The Company does not make any donations or provide any support to political parties.

Board of Directors

The AfC Board of Directors is the body appointed by the councils to oversee the activity of the Company. The councils, as owners of the company, reserve the power to appoint all directors.

The composition of the Board when there are no director vacancies is as follows:

Board Composition
1 x Executive Directors
6 x Council Appointed Directors (max 2 x per member)
3 x Non-Executive Independent Directors
11 TOTAL

The governance arrangements for the company are set out in its Articles of Association. Board Directors are appointed for the skills and experience that they bring, and have responsibility for overseeing the management of the company and for providing advice to the owners on its future direction and strategy. Each of the Non-Executive Independent Directors leads on a particular service area or priority and regularly visits services to meet with employees and service-users in order to maintain an overview of performance.

Directors of the Company in 2022/23 were:

DIRECTOR	**MEMBERSHIP OF BOARD**	
	From	**To**
Executive Directors		
Lucy Kourpas	01/01/2020	-
Council Appointed Directors		
Kevin McDaniel	20/08/2018	-
Nikki Craig	20/08/2018	-
Charlotte Rohan	01/04/2019	-
Jeremy Desouza	04/01/2022	-
Anna Sadler	14/06/2021	-
Samantha Morrison	24/11/2021	-
Non Executive Independent Directors		
Sian Wicks	11/09/2017	-
Martin Spencer	14/06/2021	-
Nathan Nagaiah	01/06/2021	-

Board Committee Meetings and Attendance

The Board has established an Audit and Risk Committee to liaise with the company's internal and external auditors and advise the Board on audit and risk matters. The Committee has reviewed risk management and assurance and the company's risk register and has received regular updates on progress of the internal audit plan that provides assurance against any significant control weaknesses.

Meetings of the Board and Committees were held during 2023/24 as follows:

BOARD OF DIRECTORS	AUDIT AND RISK COMMITTEE
22nd May 2023	26th June 2023
27th July 2023	5th October 2023
23rd October 2023	15th January 2024
19th December 2023	11th March 2024
19th January 2024	

The following table shows the attendance at meetings in 2023/24:

DIRECTOR	ATTENDANCE AT BOARD OF DIRECTORS		ATTENDANCE AT AUDIT AND RISK COMMITTEE		MEMBERSHIP OF BOARD (IN YEAR)	
	POTENTIAL	ACTUAL	POTENTIAL	ACTUAL	From	To
Sian Wicks (Chair)	5	3	4	3	01/04/2021	31/03/2023
Martin Spencer	5	4	4	4	14/06/2021	31/03/2023
Nathan Nagaiah	5	4	4	3	01/06/2021	31/03/2023
Lucy Kourpas	5	5	4	4	01/04/2021	31/03/2023
Jeremy Desouza	5	3	4	1	04/01/2022	31/03/2023
Anna Sadler	5	4	4	3	14/06/2021	31/03/2023
Kevin McDaniel	5	3	4	1	01/04/2021	31/03/2023
Nikki Craig	5	5	4	4	01/04/2021	31/03/2023
Charlotte Rohan	5	5	4	3	01/04/2021	31/03/2023
Sam Morrison	5	3	4	1	24/11/2021	31/03/2023

Remuneration of Directors

There are different arrangements for setting the remuneration of Board Directors:

a) Executive Directors employed by AfC have their terms and conditions determined by the Company.
b) Council Appointed Directors are employed by the three Councils and have substantive roles within their employing council. Their terms of employment are determined by the employing Council and relate to their service to the Council. Their service on the Board of Achieving for Children is not remunerated and no costs are charged to the company for their services.
c) Non-Executive Independent Directors are part time directors of Achieving for Children and their remuneration is based on a daily rate that includes attendance at Board and Committee meetings and associated work. Their appointment and terms are determined by the Councils.

Non-Executive Independent Directors (NEID) are appointed by the Councils acting as the owners of the Company in a general meeting. Their remuneration is based on a daily rate of £495 and covers all meetings and preparation work. An enhanced rate of £550 per day was introduced for the Chair of the Board from February 2021.

Executive Directors receive remuneration as part of their executive role in the Company and do not receive an additional allowance for being a Board Director.

The remuneration for Directors of the Company (where they are paid directly by AfC) is set out below:

			SALARY £	NATIONAL INSURANCE £	PENSION BENEFITS £	OTHER EXPENSES £	TOTAL £
Sian Wicks	NEID	**2023/24**	12,188	828	1,948	0	14,964
		2022/23	8,529	523	505	0	9,557
Martin Spencer	NEID	**2023/24**	6,452	635	0	0	7,087
		2022/23	5,156	322	0	0	5,478
Nathan Nagaiah	NEID	**2023/24**	5,048	482	0	0	5,530
		2022/23	4,534	216	0	0	4,750
Lucy Kourpas	Exec Director	**2023/24**	153,066	19,868	30,460	0	203,394
		2022/23	138,305	19,631	27,418	0	185,354
TOTAL		**2023/24**	**176,754**	**21,813**	**32,408**	**0**	**230,975**
		2022/23	156,524	20,692	27,923	0	205,139

Remuneration of Council appointed directors

Council appointed directors serve as part of their duties to their Councils, and they receive no additional remuneration in respect of these appointments. They are not remunerated by Achieving for Children nor does the Company bear any charge for their services as directors. Their remuneration is published in the accounts of their respective Councils and is available on their websites:

Royal Borough of Kingston upon Thames
London Borough of Richmond upon Thames
Royal Borough of Windsor and Maidenhead

Remuneration of Senior Management of the Company

The Board of Directors has delegated the responsibility for the day to day running of Achieving for Children to the Company Leadership Team. These delegations are detailed in a Scheme of Delegation. The organisation's directors are responsible for ensuring the company achieves the ambitions and strategy set by the Board of Directors, and delivers the best possible services for children and their families in line with our contract with the commissioning Councils.

The following table provides details of the 2023/24 Extended Company Leadership Team membership. Officers are only members of the Board of Directors if they appear in the table summarising Board membership above.

Company Senior Leadership Team (extended)		Start date	End Date
Lucy Kourpas	Chief Operating Officer and Finance Officer (all contracts)	January 2020	current
Ian Dodds	Director of Children's Services (Richmond and Kingston contract)	January 2020	current
Kevin McDaniel	Director of Children's Services (Windsor and Maidenhead contract)	August 2017	June 2022
Alison Twynam	Director of Social Care (Richmond and Kingston contract)	April 2014	current
Lin Ferguson	Director of Social Care (Windsor and Maidenhead contract)	August 2017	June 2022
Lin Ferguson	Director of Children's Services (Windsor and Maidenhead contract)	June 2022	current
Charis Penfold	Director of Education Services (Richmond and Kingston contract)	April 2014	current
Clive Haines	Deputy Director for Education (Windsor and Maidenhead contract)	January 2020	July 2022
Lin Ferguson	Associate Director of Education Services(Windsor and Maidenhead contract)	July 2022	current
Sarah Moran	Deputy Director Social Care (Windsor and Maidenhead contract)	July 2022	current

The remuneration of each member of the Extended Company Senior Leadership Team in 2022/23 was:

			SALARY £	NATIONAL INSURANCE £	PENSION BENEFITS £	OTHER EXPENSES £	TOTAL £
Kevin McDaniel		**2023/24**	**0**	**0**	**0**	**0**	**0**
	Part Year	2022/23	21,080	2,944	3,183	0	27,207
Ian Dodds		**2023/24**	**164,667**	**21,469**	**41,156**	**0**	**227,292**
		2022/23	159,100	21780	38507	0	219,387
Alison Twynam		**2023/24**	**118,071**	**16,365**	**41,280**	**361**	**176,077**
		2022/23	127,510	18,659	42,560	95	188,824
Lin Ferguson		**2023/24**	**135,200**	**17,402**	**22,443**	**80**	**175,125**
		2022/23	116,828	15,641	17,641	0	150,110
Charis Penfold		**2023/24**	**120,851**	**15,670**	**24,364**	**622**	**161,508**
		2022/23	115,026	15,374	21,855	402	152,657
Clive Haines		**2023/24**	**90,745**	**11,268**	**18,058**	**540**	**120,610**
		2022/23	75,475	9,640	14,340	0	99,455
Sarah Moran		**2023/24**	**108,160**	**13,671**	**17,955**	**0**	**139,785**
	Part Year	2022/23	32,667	4,090	6,207	0	42,964
Lucy Kourpas		**2023/24**	**153,066**	**19,868**	**30,460**	**0**	**203,394**
		2022/23	138,305	19,631	27,418	0	185,354

Review of Governance and Internal Control
The Audit and Risk Committee is responsible for advising the Board on the adequacy and effectiveness of the Company's governance, risk management, internal control, treasury management and value for money systems and frameworks.

The governance review arrangements require that the Chief Operating and Finance Officer and each Director of Children Services carry out a review of the effectiveness of internal control for their respective areas of responsibility. The arrangements are reviewed by the Chief Operating Officer into an overarching Statement of Internal Control and reported to the Audit and Risk Committee. The Audit and Risk Committee agreed the Statement of Internal Control at its meeting in March 2024 and advised the Board that the Company had adequate and effective arrangements in place in relation to Company's governance, risk management, internal control, treasury management and value for money systems and frameworks.

6.3 Directors’ Responsibilities

The directors are responsible for preparing the Annual Report that includes the Strategic Report and Directors’ Report, and the financial statements in accordance with applicable law and regulations. Company law requires the directors to prepare financial statements for each financial year. Accordingly, the directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether IFRSs as adopted by the EU have been followed, subject to any material departures disclosed and explained in the Group and Parent Company Financial Statements respectively; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company’s transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Furthermore, the Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company’s website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The directors are responsible for preparing the annual report in accordance with applicable law and regulations. The directors consider that the annual report and financial statements, when taken as a whole, is fair, balanced and understandable.

Each of the Directors, who are identified in this report, is responsible for preparing the annual report and financial statements. In particular, each of the Directors confirms that to the best of their knowledge:

- The statement of accounts, which have been prepared in accordance with IFRSs, give a true and fair view of the assets, liabilities, financial position and loss of the Company;
- The Strategic Report, contained in pages 6 to 19 and the Directors’ Report, contained in pages 20 to 34, together set out a fair review of the development and performance of the business and position of the Company and describe the principal risks that it faces;
- So far as each Director is aware, there is no relevant audit information of which Crowe UK LLP, as the Company’s auditors, are unaware; and
- They have taken all steps they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that Crowe UK LLP are aware of that information.

Signed on behalf of the Board:

Siân Wicks
Chair of the AfC Board of Directors
Date 22nd July 2024

These accounts have been compiled in line with International Financial Reporting Standards (IFRSs) and cover the period from 1 April 2023 to 31 March 2024. The accounts have been audited by Crowe UK LLP. For transparency purposes the following table details the fees payable to Crowe UK LLP for the 2023/24 audit and those paid for the 2022/23 audit.

Description	2023/24	2022/23
	£000	£000
Annual audit fee	69	69
Total estimated fees payable to the auditor for the audit of the Company's annual accounts	**69**	**69**
Certification of Teachers Pension Returns	1	1
Total fees payable to the auditor for other services	**1**	**1**

Crowe UK LLP is constituted as a limited liability partnership in accordance with the Limited Liability Partnership Act 2000.

The financial accounts and disclosures are set out in the Company's Statement of Accounts that follows the Auditor's Report.

Auditor's Report
The report by Achieving for Children's independent auditor on the financial statements for the period ending 31 March 2024 is set out on the following page.

Independent Auditor’s Report to the Members of Achieving for Children

Opinion

We have audited the financial statements of Achieving for Children Community Interest Company for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, the Statement of Changes in Equity, the Statement of Financial Position, the Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and international accounting standards in conformity with the requirements of the Companies Act 2006.

In our opinion, the financial statements:

- give a true and fair view of the state of the company’s affairs as at 31 March 2024 and of its loss for the year then ended;
- have been properly prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 33, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the

Companies Act 2006 and Taxation legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management, revenue recognition in relation to other income and judgements relating to the pension liability. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, testing on a sample basis other income and testing the assumptions and information used to generate the pension liability figure.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alastair Lyon
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Reading

25 September 2024

COMMUNITY INTEREST COMPANY

STATEMENT OF ACCOUNTS

1st April 2023 – 31st MARCH 2024

Audited May 2024

http://www.achievingforchildren.org.uk

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THE CORE FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 MARCH 2024

This statement measures the Company's performance for the period and shows the accounting profit or loss in accordance with UK adopted International Financial Reporting Standards (IFRS).

	Note ref	**Trading 2023/24 £000**	**Trading 2022/23 £000**
Revenue	7	242,650	206,995
Other income	7	11,536	10,124
Employee benefits	5	(68,860)	(70,364)
Depreciation	10	(3,244)	(3,074)
Other expenses	8	(178,430)	(151,882)
Operating Profit / (Loss)		**3,652**	**(8,201)**
Finance income	18	50	8
Finance costs	18	(1,305)	(3,549)
Profit / (Loss) before tax		**2,397**	**(11,741)**
Tax expense	19	0	0
Profit / (Loss) from continuing operations		**2,397**	**(11,741)**
Other comprehensive income:			
Items that will not be reclassified subsequently to profit or loss		0	0
- Re-measurement of net defined benefit liability	5	(6,814)	84,883
Items that will be reclassified subsequently to profit of loss		0	0
Other comprehensive income for the period net of tax		**(6,814)**	**84,883**
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE YEAR		**(4,417)**	**73,142**
Total Comprehensive Income/(Expense) for the year attributable to parent companies:			
LB Richmond upon Thames (40%)		**(1,767)**	**29,257**
RB Kingston upon Thames (40%)		**(1,767)**	**29,257**
RB Windsor and Maidenhead (20%)		**(883)**	**14,628**
Total		**(4,417)**	**73,142**

STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD ENDED 31 MARCH 2024

This statement shows the movement or change in value of net equity from the beginning of the reporting period to the 31st March. The Company's equity is currently showing as a negative balance.

The Board and owning Councils have committed to offering the Local Government Pension Scheme to ensure compliance with the offer of equivalent terms and conditions for TUPE staff and it is a key part of the Company's recruitment and retention strategy. The LGPS is a funded defined benefit scheme and as a result AfC often reports a pension deficit on the Statement of Financial Position. This deficit represents the shortfall in assets set aside to pay for pension rights earned to date. This pension will not be paid out until the current members retire and does not represent an immediate cashflow issue. The fund is subject to a triennial valuation and employer contribution rates will be adjusted to ensure that the fund is adequately resourced to pay out retirement benefits due, when they are due. The combination of these two factors means that AfC's Equity is likely to remain in a negative position for the foreseeable future but does not mean that the Company is not a Going Concern. The reasons for a positive Going Concern assessment are detailed in Note 2 to these Accounts.

	Note ref	Pensions Reserve £000	Retained Earnings £000	Total Attributable to Owners £000
Balance at 31 March 2022		**(8,261)**	**(70,190)**	**(78,451)**
Profit/(Loss) for the year	SCI		(11,741)	(11,741)
Other Comprehensive Income				
- Re-measurement of net defined benefit liability	5	84,883		84,883
Total comprehensive income for the year		84,883	(11,741)	73,142
Balance at 31 March 2023		**76,622**	**(81,932)**	**(5,310)**
Profit/(Loss) for the year	SCI		2,397	2,397
Other Comprehensive Income				
- Re-measurement of net defined benefit liability	5	(6,814)		(6,814)
Total comprehensive income for the year		(6,814)	2,397	(4,417)
Balance at 31 March 2024		**69,808**	**(79,535)**	**(9,727)**

The annual balance will be carried forward within the Company's Statement of Financial Position

There were no non-controlling entities in 2022/23 and 2023/24.

Pensions Reserve – This reserve represents the cumulative amount that has been recognised via Other Comprehensive Income in relation to re-measurement of the net defined benefit due to changes in actuarial assumptions. Examples include changes in demographic assumptions, changes in financial assumptions, changes in the asset ceiling and return on assets that are not included in net interest. Note 5 explains the balance in greater detail.

Retained Earnings – This represents the net cumulative carrying amount of the Profit / (Loss) from continuing operations.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

The Statement of Financial Position or Balance Sheet shows the net position of the Company as at the 31st March in accordance with IFRS. It shows what the Company owes and owns and the equity within the Company that is attributable to Achieving for Children's (AfC) parent Councils.

Company Registration Number 08878185	Note ref	31 March 2024 £000	31 March 2023 £000
ASSETS			
Property, Plant and Equipment	10	5,493	8,431
Non Current Assets		**5,493**	**8,431**
Trade and Other Receivables	13	53,640	39,276
Cash and Cash Equivalents	14	8,300	8,447
Current Assets		**61,940**	**47,723**
TOTAL ASSETS		**67,433**	**56,154**
EQUITY AND LIABILITIES			
Equity		**(9,727)**	**(5,310)**
Long Term Lease Liabilities	11	2,333	5,672
Pension and other employee obligations	5	7,452	1,576
Non-current liabilities		**9,785**	**7,248**
Short Term Lease Liabilities	11	2,736	3,269
Borrowings	17	43,600	33,400
Trade and other payables	15	21,039	17,448
Provisions	16	0	100
Current liabilities		**67,375**	**54,216**
Total Liabilities		**77,160**	**61,464**
TOTAL EQUITY AND LIABILITIES		**67,433**	**56,154**

The financial statements were approved and authorised for issue by the board on 22nd July and signed on their behalf by:

Siân Wicks, Chair of the AfC Board

STATEMENT OF CASHFLOWS FOR THE PERIOD ENDING 31 MARCH 2024

The Statement of Cashflows shows the changes in cash and cash equivalents of the Company during the reporting period and how cash movements relate to the profit and loss for the period.

	Note ref	2023/24 £000	2022/23 £000
Operating Activities			
Profit/(Loss) before tax	CIS	2,397	(11,741)
Non cash flow adjustments	20	11,673	21,826
Contributions to defined benefit plans	5	(9,467)	(8,295)
Net changes in working capital	20	(10,773)	(407)
Net cash from operating activities		**(6,170)**	**1,382**
Investing Activities			
Net cash used in investing activities	10	(554)	(230)
Financing Activities			
Lease principal		(3,623)	(2,521)
Proceeds from borrowings		31,000	26,656
Repayment of borrowings		(20,800)	(24,356)
Net cash from / used in financing activities		**6,577**	**(221)**
Net movement in cash and cash equivalents		**(147)**	**931**
Cash and cash equivalents at the beginning of the year	14	8,447	7,516
Cash and cash equivalents at the end of the year		**8,300**	**8,447**

AfC borrows money from its parent Councils via a revolving credit facility for ongoing operations. The amount owed to the Councils under this arrangement is detailed in Note 17 to the accounts.

NOTES TO THE CORE FINANCIAL STATEMENTS

NOTE 1 GENERAL INFORMATION AND STATEMENT OF COMPLIANCE WITH IFRS

Achieving for Children (AfC) was registered as a Community Interest Company on 5th February 2014. The Company is jointly owned by the LB Richmond upon Thames (40%), RB Kingston upon Thames (40%) and RB Windsor and Maidenhead (20%). The Company began trading on 1st April 2014. This statement of accounts reports on the ninth year of trading and covers the period from 1st April 2022 to 31st March 2024.

AfC was established to provide children's social care and education services to children, families and young people across the boroughs of Richmond and Kingston as well as other areas. In August 2017 Windsor and Maidenhead joined the Company and services now extend to this third borough. The main contracts during the accounting period to which this statement relates are with the London Borough of Richmond upon Thames, Royal Borough of Kingston upon Thames and Royal Borough of Windsor and Maidenhead. The Company also supports other local authorities and public sector partners through the provision of services and advice. This has included continuing work as a Department for Education 'Partner in Practice' during 2023/24.

This Statement of Accounts has been prepared in accordance with UK adopted International Financial Reporting Standards as required by the Companies Act 2006. The Accounts summarise the Company's financial performance (Statement of Comprehensive Income), equity (Statement of Equity), financial position (Statement of Financial Position) and cash flow (Statement of Cashflows) for the period. The financial statements have been prepared under the historical cost convention. Pension assets and liabilities are measured in line with the requirements of IAS19, further details are included in Note 5.

NOTE 2 SIGNIFICANT ACCOUNTING POLICIES, ESTIMATES AND JUDGEMENTS

The Company has followed a detailed set of IFRS compliant accounting policies in the production of these accounts. The full policies are contained in Note 28 to these Accounts. The Accounting policies are reviewed annually to ensure they remain appropriate and relevant. The most significant policies to note are:

- **Recognition of Income and Expenditure**
  Activity is accounted for in the period that it takes place, not simply when cash payments are made or received. In particular:

  Income **–** Revenue from the sale of goods and services is recognised when (or as) the Company transfers control of goods or services to a customer at the amount to which the Company expects to be entitled, and all obligations have been fulfilled in relation to the revenue and/or contract. Depending on whether certain criteria are met, revenue is recognised either over time, in a manner that best reflects the company's performance, or at a point in time, when control of the goods or services is transferred to the customer.

  Expenditure - Supplies are recorded as expenditure when they are consumed. 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.

  The de-minimis limit for adjusting the accounts for income and expenditure not physically received or paid (accruals) but relating to the reporting year is £5,000.

- **Post-Employment Benefits**
  The following pension schemes are available to employees of AfC:

- Teachers' Pension Scheme is available to teachers
- National Health Service Pension Scheme is available to staff carrying out health functions
- Local Government Pensions Scheme (LB Wandsworth (formerly Richmond) and RB Kingston schemes) are available to all staff

These are all Defined Benefit Schemes, but the first two are accounted for as Defined Contribution Schemes due to their nature. For Defined Contributions Schemes, the payments are accounted for on an accruals basis with no adjustment under IAS 19. Further details are provided on page 98.

The LGPS is accounted for as required by IAS 19 to show the cost of benefits earned in the period of account against the relevant service. This uses figures provided by the Actuary in assessing the current value of benefits earned during the period, the impact of decisions or changes made during the period, interest and re-measurement costs. Further details are provided in Note 5.

- **Recognition of Lease Assets**

  A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. If there is a right to direct 'how and for what purpose' the asset is used throughout the period of use then a 'right of use' asset and lease liability is recognised on the Statement of financial position. Leases are not recognised where they are for less than 12 months and where they have a total market value at inception of less than £5,000 (de-minimis).

  The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

  The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

  At the commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate. The liability is reduced for payments made each year.

The following Critical Judgements and assumptions have been made in applying Accounting Policies:

- Agency relationship – It has been assessed that the passporting of some transactions in the Dedicated Schools Grant on behalf of the parent Councils to various education establishments is an agency relationship and has therefore been excluded from AfC's Accounts. Further details are available in Note 6.

- Going Concern – Achieving for Children CIC has been assessed by the Directors as a Going Concern. Despite the negative equity position reported in these Accounts the Board and Leadership Team have made significant progress in identifying how these financial challenges will be met and continue to develop these plans. The Board's Medium Term Financial Strategy outlines these financial plans in more detail and addresses what actions are being taken to reduce the Company's cost base to accommodate proposed reductions in the three main contract prices over the next three years. As with the parent Councils, the Company will revise pension contributions in line with the most up to date actuarial assessment and guidance. An assessment was carried out as at 31st March 2022 and an increased employer contribution rate (19% to 19.9%) was applied from 1st April 2023. The fund is reviewed every three years to determine an appropriate employer contribution rate to ensure that funding is available to meet pension obligations as they become due. The Company is wholly owned by three Councils who are determined to be Going Concerns. The Company is able to borrow from the Councils under a contractual Revolving Credit Facility to ensure short term cash flow and the Councils are contractually committed to procuring children's services from AfC until March 2026 (Richmond and Kingston) and August 2024 (Windsor and Maidenhead).

- Deferred Tax Asset – The Company has assessed that the deferred tax asset should be disclosed as a contingent asset rather than as an asset within the Statement of Financial Position. It is not probable that the Company will make significant taxable profits in the short to medium term. If the Company does make taxable profits in the coming years it will be able to reduce its initial tax liability by offsetting taxable losses incurred.

- Leases – In assessing the substance of lease arrangements the organisation has determined that the leases with the councils for the rental of buildings amount to a 'right of use' because the company is able to substantially direct 'how and for what use' the buildings are used.

The Statement of Accounts contains estimated figures that are based on assumptions made by the Company about the future or that are otherwise uncertain. Estimates are made taking into account historic experience, current trends and other relevant factors. The items in the accounts that have a more significant associated estimation risk are:

- Actuarial valuation of pension liabilities and assets – Pension assets and liabilities and associated costs have been presented based upon an actuarial estimate that has been calculated in line with methodologies prescribed in IAS19. An Asset Ceiling has been applied for 23/24 in line with accounting guidance IFRIC 14 IAS19. The actuary makes assumptions based on indicators of future trends. Full details and a sensitivity analysis is provided in note 5 to the accounts.

- Valuation of 'right of use assets' and lease liabilities – The value of these assets has been estimated based on the present value of the lease payments unpaid at the Balance Sheet date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate.

NOTE 3 MATERIAL AND EXCEPTIONAL ITEMS OF INCOME AND EXPENSE

Exceptional Items:
There were no exceptional items to note within 2023/24 or 2022/23

Material Items:
A material item is an item of expenditure or income that is unusual in scale. The following material items are reported as part of the accounts:

The contract prices for the Councils changed throughout the reporting year. Under the contracts, AfC can bid for more contract income if it is needed to ensure that service standards are maintained or if there are significant fluctuations in demand for services (e.g. more children requiring care). The Company was granted additional income as follows:

	General Fund £000	Dedicated Schools Grant Fund £000	Total £000
Richmond Contract	2,758	1,962	**4,720**
Kingston Contract	3,318	6,076	**9,394**
Windsor and Maidenhead Contract	3947	1623	**5,570**
Total	**10,023**	**9,661**	**19,684**

This additional income is included in the Statement of Comprehensive Income under Revenue.

NOTE 4 NEW OR REVISED STANDARDS

At the date of authorisation of these financial statements, several new, but not yet effective, Standards and amendments to existing Standards, and Interpretations have been published by the International Accounting Standards Board. None of these Standards or amendments to existing Standards have been adopted early by the Company.

- IFRS 17 Insurance Contracts (Amendments)
- Disclosure of Accounting Policies (Amendments to IAS 1)
- Definition of Accounting Estimates (Amendments to IAS 8)
- IFRS 16 Leases (Amendments)

Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement. Impact of implementing these standards has not been assessed.

NOTE 5 EMPLOYEE BENEFITS

Expenses recognised within Statement of Comprehensive Income as employee benefits are analysed below:

	Trading 2023/24 £000	Trading 2022/23 £000
Salaries	(54,400)	(47,280)
Employee absence liability	480	(934)
National Insurance	(5,696)	(5,083)
Pension Fund Contributions - LGPS	(8,507)	(16,246)
Pension Fund Contributions - Other schemes	(708)	(667)
Other (redundancy, compensation etc.)	(28)	(155)
	(68,860)	**(70,364)**

Salaries

The table below shows the average number of full time equivalent employees and the average count of employees paid during 2023/24. The figures exclude casual and agency workers. The level of salary spend has increased due to the staff pay award, contractual increments and other factors.

Service Area	Average FTE		Average Employee Count	
	2023/24	2022/23	2023/24	2022/23
Business Services	186.03	195.91	209.58	229.69
Education	98.4	82.33	118.17	102.63
Strategic Management	3.25	4.79	5	5.86
Public Health	32.29	30.67	40.83	42.03
Social Care and Early Help	603.69	560.11	740.5	861.11
Special Educational Needs and Children with Disabilities	284.85	267.64	412.75	559.09
Total	**1208.51**	**1,141.45**	**1526.83**	**1,800.41**

Defined Benefit Pension Plans (LGPS)

As part of the terms and conditions of employment of its officers, the Company makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, AfC has a commitment to make the payments (for those benefits) and to recognise the expense at the time that employees earn their future entitlement.

Staff can be members of either the LB Wandsworth (Richmond) or RB Kingston upon Thames funds. Staff that transferred into the Company in the first period remain on their original plan and new employees, including RB Windsor and Maidenhead staff, are admitted to the plans on an alternate basis to ensure that membership numbers between the two funds remain relatively equal.

The Company participates in the following post-employment arrangements:

- The Local Government Pension Scheme, administered by the LB Wandsworth and the Local Government Pension Scheme, administered by the RB Kingston – this is a funded defined benefit salary scheme, meaning that the Company and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets. The Company is responsible for any deficit on its share of the Fund.
- Arrangements for the award of discretionary post-retirement benefits upon early retirement – this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

The principal risks to the Company are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These risks are managed by the Fund over the long term, via the independent actuarial valuation process setting appropriate contribution rates.

Transactions Relating to Post-employment Benefits

The Company recognises the cost of retirement benefits in the Statement of Comprehensive Income when they are earned by employees, rather than when the benefits are eventually paid as pensions.

The following table shows the impact of LGPS post-employment benefits on Statement of Comprehensive Income:

	2023/24	**2022/23**
	£000	**£000**
Current service costs	(8,490)	(16,448)
Past service costs	0	0
Effect of settlements	0	0
Business Combinations (Pension Fund liability for staff transferred under TUPE)	0	0
Total recognised in operating profit / (loss)	**(8,490)**	**(16,448)**
Finance costs	(6,888)	(5,943)
Finance income	6,849	3,718
Total post-employment benefit charged to the profit / (loss) from continuing operations	**(8,529)**	**(18,673)**
Re-measurement of the Net defined Benefit Liability:		
Change in demographic assumptions	910	(5,510)
Change in financial assumptions	11,821	101,760
Other experience	(4,680)	(2,567)
Return on plan assets (excluding amounts already included in the net interest expense)	11,915	(8,800)
Effect of the asset ceiling on net asset/liability	(26,780)	
Total recognised in Other Income	**(6,814)**	**84,883**

Total recognised in Total Comprehensive Income for the period	**(15,343)**	**66,210**

Pensions Assets and Liabilities Recognised in the Statement of Financial Position

The amount included in the Statement of Financial Position arising from the Company's obligation in respect of its defined benefit plans is as follows:

	2023/24 £000	**2022/23 £000**
Present Value of the Defined Benefit Obligation	(148,812)	(140,186)
Fair Value of Plan Assets	168,139	138,609
Effect of the asset ceiling on net asset/liability	(26,780)	-
Net Liability arising from Defined Benefit Obligations	**(7,453)**	**(1,577)**

Reconciliation of Present Value of the Scheme Assets and Liabilities

	2023/24			**2022/23**		
	Assets £000	**Liabilities £000**	**Total £000**	**Assets £000**	**Liabilities £000**	**Total £000**
Adjustment to opening balance (McLoud judgement)	*0*	*0*	*0*	*0*	*0*	*0*
Opening Present Value of Scheme Liabilities	**138,609**	**(140,186)**	**(1,577)**	**131,237**	**(207,319)**	**(76,082)**
Current Service Cost	0	(8,490)	**(8,490)**	0	(16,448)	**(16,448)**
Past Service Cost	0	0	**0**	0	0	**0**
Interest (Cost) / Income	6,849	(6,888)	**(39)**	3,718	(5,943)	**(2,225)**
Contributions from the employer	9,467	0	**9,467**	8,295	0	**8,295**
Contributions from employees	3,297	(3,297)	**0**	2,958	(2,958)	**0**
Gains / (Losses) on Curtailment	0	0	**0**	0	0	**0**
Benefits paid	(2,043)	2,043	**0**	(1,773)	1,773	**0**
Re-measurement Gains / (Losses) :						
- Actuarial Gains / (Losses) arising from change in demographic assumptions	0	910	**910**	0	(5,510)	**(5,510)**
- Actuarial Gains / (Losses) arising from changes in financial assumptions	0	11,821	**11,821**	0	101,760	**101,760**
- Other experience	45	(4,725)	**(4,680)**	2,974	(5,541)	**(2,567)**
- Return on assets (excluding the amount included in the net interest expense)	11,915	0	**11,915**	(8,800)	0	**(8,800)**
Closing Unadjusted Fair Value of Scheme Assets at 31 March	**168,139**	**(148,812)**	**19,327**	**138,609**	**(140,186)**	**(1,577)**

Effect of the asset ceiling on net asset/liability		(26,780)	**(26,780)**		0	**0**
Closing Adjusted Fair Value of Scheme Assets at 31 March	**168,139**	**(175,592)**	**(7,453)**	**138,609**	**(140,186)**	**(1,577)**

The employer contribution rate increased from 16% to 19% for 2020/21 to 2022/23. In line with the most recent triennial valuation, a new rate of 19.9% has been in effect from 2023/24.

The fund accounts include estimated asset valuations at 31 March 2024. The annual actuarial assessment of the value of assets and liabilities involves a number of complex assumptions and estimation uncertainty. All disclosures and certificates have been reviewed by the fund managers to ensure valuations included in the accounts have, in the opinion of the fund managers, been prepared and issued on a reasonable basis. No adjustment has been made to figures provided by fund managers. The sensitivity analysis below shows a potential impact of £0.83m if property and infrastructure assets were to reduce by 5%, or £1.66m in the event of a 10% reduction in value.

Asset Sensitivity Analysis as at 31 March 24	**Value as at 31 March 2024 £000**	**5% reduction in value £000**	**10% reduction in value £000**
LBW Property Assets	4,200	(210)	(420)
LBW Private Debt and Infrastructure	7,156	(358)	(716)
RBK Property Assets	5,221	(261)	(522)

Local Government Pension Scheme assets comprised:

	31-Mar-24				**31-Mar-23**			
	£000	**%**	**£000**	**%**	**£000**	**%**	**£000**	**%**
	LB WANDSWORTH (RICHMOND)		**RB KINGSTON**		**LB WANDSWORTH (RICHMOND)**		**RB KINGSTON**	
Equity Securities								
- Consumer	0	0%	1,897	2%	0	0%	1,567	2%
- Manufacturing	0	0%	1,077	1%	0	0%	889	1%
- Energy and Utilities	0	0%	1,127	1%	0	0%	931	1%
- Financial Institutions	0	0%	1,778	2%	0	0%	1,469	2%
- Health Care	0	0%	1,784	2%	0	0%	1,473	2%
- Information Technology	0	0%	2,692	3%	0	0%	2,223	3%
- Other	50,040	58%	1,826	2%	40,161	61%	1,508	2%
Bonds								
- Corporate Bonds (investment grade)	7,501	9%	0	0%	6,467	10%	0	0%

- Corporate Bonds (non-investment grade)	13,816	16%	0	0%	7,824	12%	0	0%
Property (UK)	4,200	5%	5,221	6%	4,068	6%	4,313	6%
Investment Funds and Trusts								
- Equities	0	0%	32,444	40%	0	0%	26,799	39%
- Bonds	0	0%	15,177	19%	0	0%	12,536	18%
- Infrastructure	7,156	8%	0	0%	5,278	8%	0	0%
- Other	0	0%	16,017	20%	0	0%	13,230	19%
Derivatives:								
- Foreign Exchange	182	1%	0	0%	0	0%	0	0%
Cash and Cash Equivalents	2,744	3%	1,462	2%	1,767	3%	1,208	2%
	85,638	**100%**	**82,501**	**100%**	**65,566**	**100%**	**68,146**	**100%**

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 on assumptions about mortality rates, salary levels, etc.

Both the Local Government Pension Scheme and discretionary benefits liabilities have been estimated by Hymans Robertson LLP and Barnett Waddingham LLP, independent firms of actuaries. Estimates for Statements of the Fund are based on the latest full valuation of the schemes available at the time of producing the calculations.

The significant assumptions used by the actuary have been:

	2023/24		**2022/23**	
	LB WANDSWORTH (RICHMOND)	**RB KINGSTON**	**LB WANDSWORTH (RICHMOND)**	**RB KINGSTON**
Long term expected rate of return on assets in the scheme	1.50%	1.50%	1.50%	1.50%
Mortality assumptions				
Longevity at 65 for current pensioners:				
Men	21.2 years	22.4 years	21.3 years	22.6 years
Women	23.7 years	24.8 years	23.8 years	25.0 years
Longevity at 65 for future pensioners:				
Men	22.8 years	22.8 years	22.9 years	22.9 years
Women	25.4 years	26.0 years	25.5 years	26.2 years

Take up option to convert annual position into retirement lump sum	2023/24	2023/24	2022/23	2022/23
	LB WANDSWORTH (RICHMOND)	RB KINGSTON	LB WANDSWORTH (RICHMOND)	RB KINGSTON
- Pre April 2008 Service	50%	45%	50%	45%
- Post April 2008 Service	50%	45%	50%	45%

	31-Mar-24	31-Mar-23
	% pa	% pa
Financial Assumptions		
Medium Term RPI	3.10%	3.20%
Medium Term CPI	2.75%	2.95%
Rate of increase in pensions - Wandsworth (Richmond)	2.75%	2.95%
Rate of increase in pensions - Kingston	2.75%	2.95%
Rate of increase in salaries - Wandsworth (Richmond)	3.75%	3.95%
Rate of increase in salaries - Kingston	3.25%	3.45%
Discount Rate - Wandsworth	4.85%	4.75%
Discount Rate - Kingston	4.85%	4.75%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis below has been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that only the assumption analysed changes, while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method.

Change in Assumptions at 31 March	31-Mar-24		31-Mar-23	
	Approximate monetary amount	Approximate % increase to employer	Approximate monetary amount	Approximate % increase to employer
	£000		£000	
0.5% decrease in Real Discount Rate	18,715	10%	17,350	10%
1 year increase in member life expectancy	5,953	4%	5,608	4%
0.5% increase in the salary increase rate	1,425	0%	1,515	0%
0.5% increase in the pension increase rate	17,630	10%	16,090	10%

Defined benefit pension schemes accounted for as defined contribution schemes

The Company participates in two defined benefit pension schemes which are accounted for as defined contribution schemes:

Teacher's Pension Scheme (TPS)

Staff employed by the Company on teacher's terms and conditions are members of the Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE). The Scheme provides teachers with specified benefits upon their retirement, and the Company contributes towards the costs by making contributions based on a percentage of members' pensionable salaries. The scheme is a multi-employer defined benefit scheme. The scheme is unfunded and the Department for Education uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. Valuations of the notional fund are undertaken every four years. The Company is not able to identify its share of the underlying financial position and performance of the scheme with sufficient reliability for accounting purposes and it is therefore accounted for on the same basis as a defined contribution scheme. AfC is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. There were no such costs in 2022/23. The Company is not liable to the scheme for any other entity's obligations under the plan.

National Health Service (NHS) Pension Scheme

The Company employs some staff who undertake medical procedures and therefore qualify for membership to the NHS Pension Scheme. The NHS pension scheme is an unfunded, multi-employer, defined benefit scheme that covers NHS employers. In the NHS, the scheme is accounted for as if it were a defined contribution scheme: "NHS bodies shall account for the NHS Superannuation Scheme as a defined contribution plan" (NHS Manual full reference). The Company is not able to identify its share of the underlying financial position and performance of the scheme with sufficient reliability for accounting purposes. For the purposes of these Accounts, it is therefore accounted for on the same basis as a defined contribution scheme. The Company is not liable to the scheme for any other entity's obligations under the plan.

	Teachers' Pension Scheme 2023/24 £000	NHS Pension Scheme 2023/24 £000	Teachers' Pension Scheme 2022/23 £000	NHS Pension Scheme 2022/23 £000
Total Contributions	(603)	(105)	(560)	(107)
Employer's Contribution Rate	23.7%	20.7%	23.7%	20.7%
Anticipated Employer's Contributions next year *rates applicable from 1st September each year	28.7%	23.7%	23.7%	20.7%

NOTE 6 AGENCY TRANSACTIONS

During the period, AfC acted as agent for the LB Richmond upon Thames and RB of Kingston upon Thames with regard to a number of payments of Dedicated School Grant to schools and other educational organisations. AfC calculates the grant allocations in line with prescribed methodologies and arranges payment of the money to the relevant organisations. The agency calculations disclosed are formulaic and therefore the Company does not directly control the value of the transactions. The Company is fully reimbursed by the Councils for all payments made. These agency transactions have been excluded from the Accounts and will instead be reported within the Council's Accounts. The net impact of the difference in cash received and amounts paid out on behalf of the Councils is recognised as a net debtor on the Statement of Financial Position. There were no agency transactions in RB Windsor and Maidenhead for 2022/23.

NOTE 7 REVENUE AND OTHER INCOME

An entity must recognise revenue to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Revenue will only be recognised when obligations are satisfied.
The following tables show the Company's revenue streams by type and service area. All material contract performance obligations have been fulfilled in year.

	Trading 2023/24 £000	Trading 2022/23 £000
Contract income LB Richmond Upon Thames	89,653	75,841
Contract income RB of Kingston Upon Thames	88,398	75,253
Contract income RB of Windsor and Maidenhead	48,467	44,250
Fees & charges for services	7,797	5,619
Lettings	166	144
Client contributions	765	664
Income from local authorities	7,404	5,226
Turnover reported within operating loss	**242,650**	**206,995**
Government Grants	1,199	952
Grants and contributions	10,306	8,544
Donations	32	628
Other		0
Other income reported within operating loss	**11,536**	**10,124**
Total income reported in operating loss	**254,186**	**217,119**

The revenue by service area is shown in note 9 – Departmental Analysis.

The Company derives 90% of its revenue from two contracts with the owning Councils. There is one contract with both Kingston and Richmond Councils and one with Windsor and Maidenhead Council and there are separate contract prices for all three Councils. The contractual terms are the same for each contract and Council with minor differences in the specification of services provided. Under these contracts the Company provides a comprehensive range of children's services to each Council including both statutory and discretionary services.

The principal commercial risks are the same for each contract and are mainly associated with changes in demand for services both in terms of volume and complexity of services required that lead to increased costs. These risks are mitigated through contractual provisions for changes in the contract price through a change control process, which are subject to agreement by the relevant Council. The Councils are invoiced monthly for services provided as one-twelfth of that year's contract price and invoices settled within 30 days. Given the nature of the services provided the Company has determined that the performance obligations in the contracts should be combined to a single performance obligation for each contract and these obligations are satisfied over time. Progress towards satisfaction of the obligations is measured quarterly, which matches the period that the Councils measure. Whilst the contracts with the Councils provide for reductions in the contract price in respect of poor performance (both quality and quantity) through a default notification process, no such default notices have been served during the life of the contracts including the year to which these accounts relate and the prior year.

NOTE 8 OTHER EXPENSES

The following table provides a breakdown of other expenses reported in the Statement of Comprehensive Income:

	2023/24 £000	2022/23 £000
Indirect employee costs	(9,658)	(9,188)
Premises	(1,285)	(1,816)
Transport	(9,443)	(8,097)
Supplies and services	(14,563)	(13,600)
Third party (contract) payments and transfer payments	(138,122)	(114,463)
Support services	(5,358)	(4,718)
Other expenses	**(178,430)**	**(151,882)**

NOTE 9 DIVISIONAL RESULTS

Management reports on six key segments or divisions throughout the period. Each division is managed by a member of the Senior Leadership Team and there are regular finance updates to the Board and parent Councils during the period. The following tables show the outturn position that was reported to management.

Management Outturn 2023/24	Operational Strategic Management £000	Social Care and Early Help £000	Special Educational Needs and Children with Disabilities £000	Education £000	Public Health £000	Business Services £000	Grand Total £000
Income							
LB Richmond Contract	0	0	0	0	0	90,190	**90,190**
RB Kingston Contract	0	0	0	0	0	88,598	**88,598**
RB Windsor & Maidenhead	0	0	0	0	0	48,472	**48,472**
Customer and Client Receipts	0	2,607	1,914	3,431	1	1,079	**9,032**
Other Grants and Contributions	0	6,542	7,598	834	1,850	881	**17,705**
Government Grants	0	293	410	0	0	495	**1,199**
Interest Receivable	0	0	0	0	0	50	**50**
	0	**9,442**	**9,922**	**4,265**	**1,851**	**229,766**	**255,246**
Expenditure							0
Employees	324	42,871	17,677	6,872	1,729	10,508	**79,980**
Premises	0	528	19	37	0	3,084	**3,668**
Transport	1	1,379	4,855	3,623	14	38	**9,910**
Supplies and Services	375	4,891	5,850	2,140	43	2,192	**15,490**
Third Party Payments	15	44,760	49,593	48	0	467	**94,883**
Transfer Payments	2,231	6,505	28,796	5,567	0	1,146	**44,244**

Support Services	34	2,159	161	41	0	2,963	**5,358**
Interest Paid	0	0	0	0	0	1,713	**1,713**
Tax							**0**
	2,980	**103,093**	**106,949**	**18,328**	**1,786**	**22,110**	**255,246**
							0
Outturn	**(2,980)**	**(93,651)**	**(97,027)**	**(14,063)**	**65**	**207,656**	**(0)**
Re-Allocate contract price	2,930	92,477	97,917	14,107	(65)	(207,366)	**(0)**
Underspend/ (overspend)	**(50)**	**(1,175)**	**890**	**45**	**0**	**289**	**(0)**

Management Outturn 2022/23	**Operational Strategic Management £000**	**Social Care and Early Help £000**	**Special Educational Needs and Children with Disabilities £000**	**Education £000**	**Public Health £000**	**Business Services £000**	**Grand Total £000**
Income							
LB Richmond Contract	0	0	0	0	0	76,454	**76,454**
RB Kingston Contract	0	0	0	0	0	75,485	**75,485**
RB Windsor & Maidenhead	0	0	0	0	0	44,250	**44,250**
Customer and Client Receipts	0	2,115	1,261	2,985	1	915	**7,277**
Other Grants and Contributions	16	4,456	6,755	799	1,634	111	**13,770**
Government Grants	0	231	0	0	0	721	**952**
Interest Receivable	0	0	0	0	0	8	**8**
	16	**6,802**	**8,016**	**3,784**	**1,634**	**197,943**	**218,196**
Expenditure							
Employees	528	37,555	14,919	6,561	1,522	9,416	**70,500**
Premises	0	462	5	12	0	3,609	**4,088**

Transport	0	829	4,582	3,144	12	24	**8,591**
Supplies and Services	83	4,399	5,295	2,180	36	2,030	**14,022**
Third Party Payments	29	40,501	44,284	80	0	1,016	**85,909**
Transfer Payments	1,345	1,808	24,928	614	0	920	**29,615**
Support Services	34	2,039	245	16	11	2,373	**4,718**
Interest Paid	0	0	0	0	0	753	**753**
Tax							**0**
	2,020	**87,592**	**94,257**	**12,606**	**1,580**	**20,141**	**218,196**
Outturn	**(2,004)**	**(80,791)**	**(86,240)**	**(8,822)**	**54**	**177,803**	**0**
Re-Allocate contract price	1,802	80,444	86,940	8,690	(36)	(177,839)	**0**
Underspend/ (overspend)	**(202)**	**(347)**	**700**	**(133)**	**18**	**(37)**	**0**

*Contract payments to third parties e.g. payments for independent child placements, payments for SEN placements, general contract payments etc.
Management Accounts Reporting is prescaled before agency transactions

The basis on which the Company reports during the period is different to the IFRS compliant reporting required for this Statement of Accounts. The following table provides a reconciliation between the outturn reported to management and the Statement of Comprehensive Income:

	2023/24			2022/23		
	Reallocated in SOCI	Amounts not reported to management for decision making (IFRS adjustments)	Cumulative total including management accounts	Reallocated in SOCI	Amounts not reported to management for decision making (IFRS adjustments)	Cumulative total including management accounts
Management Outturn			**0**			**0**
Interest Receivable	(50)			(8)		
Interest Payable	1,713			753		
Tax expense	0			0		
Recognition of annual leave owing to employees		480			(934)	
Pension Adjustments:						
Employer contributions		977			(8,153)	
Recognition of non current assets		554			230	
Recognition of leases except interest		3,187			3,092	
Recognition of provisions		46			(107)	
Depreciation		(3,244)	**3,663**		(3,074)	**(8,201)**
Operating profit			**3,663**			**(8,201)**
Tax expense	0			0		
Interest Receivable	50			8		
Interest Payable	(1,713)	436		(753)	(571)	
Net Interest Payable		(39)	**(1,266)**		(2,225)	**(3,541)**
Profit / (Loss) from continuing operations			**2,397**			**(11,741)**
Pension Adjustments:						
Remeasurements		(6,814)	**(6,814)**		84,883	**84,883**
Total comprehensive income / (expenditure) for the year			**(4,417)**			**73,142**

NOTE 10 NON CURRENT ASSETS

Details of movement in non-current assets are included in the table below:

	2023/24				
	Buildings	Vehicles	Tangible ICT Equipment	Other ICT (Systems and Software)	Total 2021/22
	£000	£000	£000	£000	£000
Gross carrying amount:					
Opening balance	**21,903**	**1,966**	**1,295**	**2,323**	**27,487**
Revaluation					0
Additions		137	554		691
Disposals	(1,031)	(108)	(620)		(1,759)
Balance 31 March	**20,872**	**1,995**	**1,229**	**2,323**	**26,419**
Depreciation, Amortisation and impairment:					
Opening balance	**(15,535)**	**(930)**	**(1,017)**	**(1,575)**	**(19,057)**
Disposals	699	56	620		1,375
Depreciation / Amortisation in year	(2,252)	(455)	(222)	(315)	(3,244)
Balance 31 March	**(17,088)**	**(1,329)**	**(619)**	**(1,890)**	**(20,926)**
Carrying amount 31 March	**3,784**	**666**	**610**	**433**	**5,493**

	2022/23				
	Buildings	Vehicles	Tangible ICT Equipment	Other ICT (Systems and Software)	Total 2021/22
	£000	£000	£000	£000	£000
Gross carrying amount:					
Opening balance	**24,794**	**1,636**	**1,065**	**3,510**	**31,005**
Revaluation					0
Additions	623	476	230	0	1,330
Disposals	(3,515)	(147)	0	(1,186)	(4,848)
Balance 31 March	**21,903**	**1,966**	**1,295**	**2,323**	**27,487**
Depreciation, Amortisation and impairment:					
Opening balance	**(15,724)**	**(490)**	**(899)**	**(1,833)**	**(18,946)**
Disposals	2,344	44		576	2,964
Depreciation / Amortisation in year	(2,155)	(484)	(118)	(317)	(3,074)
Balance 31 March	**(15,535)**	**(930)**	**(1,017)**	**(1,575)**	**(19,056)**
Carrying amount 31 March	**6,369**	**1,036**	**278**	**749**	**8,431**

The following table summarises the Right-of-Use Assets included in the Property, Plant and Equipment figures:

	Gross Amount £000	Depreciation £000	Carrying Amount £000
Buildings	20,872	(17,088)	3,784
Vehicles	1,995	(1,329)	666
Other ICT (Systems and Software)	2,236	(1,803)	434

Depreciation is provided for on all property, plant and equipment assets by allocating the value of the asset over their useful lives.Depreciation is calculated in the following bases:
Computer Equipment - Straight line allocation over 5 years
Mobile Phones - Straight line allocation over 3 years
Property, Vehicles and ICT Systems & Software - Straight line allocation over the period of the lease

NOTE 11 LEASES

Lease liabilities are presented in the statement of financial position as follows:

	31/03/2024 £'000	31/03/2023 £'000
Current Lease Liabilities	2,736	3,269
Non-Current Lease Liabilities	2,333	5,672
Total lease liabilities recognised under IFRS 16	**5,069**	**8,940**

The Company has leases for the property (office and operations buildings), vehicles and ICT systems. The Company leases offices and operational buildings from RB Kingston, LB Richmond and RB Windsor and Maidenhead which, with one exception, can be terminated on 12 months' notice. However, in line with IFRS 16 guidance, the property leases have been assumed until the end of the owners' respective contract arrangements due to the likelihood that these lease arrangements will be continued. With the exception of short-term leases and leases of low-value, each lease is reflected on the balance sheet as a right-of-use asset and a relational lease liability. The lease arrangements were fully assessed under the new IFRS 16 Standard, with likely extensions and potential terminations or retendering taken into consideration. The right-of-use assets can only be used by the Company and cannot be sub-let.

The table below describes the nature of the Company's leasing activities by type of right-of-use asset recognised on the balance sheet:

Right-of-use-asset	No of right-of-use assets leased	Range of remaining terms	Average remaining terms	Number of leases with extension options	Number of leases with option to purchase
Property	47	4 - 24 months	1.33 years	47	0
Vehicles	48	0 - 32 months	1.17 years	48	0
ICT (Systems and Software)	5	4 - 24 months	1.33 years	5	0

The lease liabilities are secured by the related underlying assets. Future minimum lease payments as 31 March 2024 are as follows:

Right-of-use-asset	Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	After 5 years	Total
	£000	£000	£000	£000	£000	£000	
31 March 2024							
Lease Payments	2,797	2,357	3	0	0	0	5,157
Finance Charges	-55	-26	0	0	0	0	-81
Net Present Value	**2,742**	**2,331**	**3**	**0**	**0**	**0**	**5,076**

Remeasurement
The company did not remeasure any leases in the year.

Lease payments not recognised as a liability
The Company has elected not to recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value (less than £5,000 total cost). Payments under such leases are expensed on a straight-line basis. The expense relating to payments not included in the measurement of the lease liability is as follows:

Operating Leases	2023/24 £000	2022/23 £000
Leases of low value	28	25
Leases with remaining lease term of less than 12 months	0	0
Payments not included in lease liability	**28**	**25**

Finance and operating leases as lessor

The Company has no leases as lessor.

NOTE 12 FINANCIAL ASSETS AND LIABILITIES

The carrying amounts of financial assets and financial liabilities are as follows:

	31 Mar 2024 £000	31 Mar 2023 £000
Financial assets / Loans and Receivables		
Trade and other receivables categorised as Financial Instruments	50,400	37,303
Trade and other receivables not categorised as Financial Instruments	3,240	1,973
Cash and cash equivalents categorised as a Financial Instrument	8,300	8,447
	61,940	**47,723**

	31 Mar 2024 £000	31 Mar 2023 £000
Financial liabilities at amortised cost		
Current borrowings	43,600	33,400
Short term finance lease liabilities (IFRS 16)	2,736	3,269
Trade and other payables categorised as Financial Instruments	12,966	9,477
Trade and other payables not categorised as Financial Instruments	8,073	7,971
Provisions not categorised as a Financial Instrument	0	100
Total Current Financial Liabilities	**67,375**	**54,216**
Non-current financial lease liabilities (IFRS 16)	2,333	5,672
TOTAL Financial Liabilities	**69,708**	**59,888**

A description of the Company’s financial instrument risk, including risk management objectives and policies is given in Note 23.

NOTE 13 TRADE AND OTHER RECEIVABLES

Trade and other receivables are made up as follows:

	31-Mar-24 £000	31-Mar-23 £000
Trade receivables, gross	50,525	37,420
Allowance for credit losses	(125)	(117)
Trade receivables	**50,400**	**37,303**
Employee leave	167	126
Prepayments	3,073	1,847
Total current trade and other receivables	**53,640**	**39,276**
Non current prepayments	**0**	**0**
Total trade and other receivables	**53,640**	**39,276**

The net carrying value of trade receivables is considered a reasonable approximation of fair value. All of the Company's trade and other receivables have been reviewed for indicators of impairment.

The Company has made allowances against specific balances for impairment of receivables. The movement in allowance for credit losses and write offs are presented below:

	31-Mar-24 £000	31-Mar-23 £000
Balance 1 April	**(117)**	**(122)**
Amounts written off (uncollectable)	11	32
Impairment loss/gain	(19)	(27)
Balance 31 March	**(125)**	**(117)**

NOTE 14 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

	31-Mar-24 £000	31-Mar-23 £000
Current Account (includes impact of transactions in transit)	1,224	1,417
Instant Access Deposit Account	7,055	7,013
Imprest Accounts (cash in hand and in bank)	21	17
	8,300	**8,447**

NOTE 15 TRADE AND OTHER PAYABLES

Trade and other payables consist of the following:

	31-Mar-24	31-Mar-23
	£000	£000
Trade payables	12,966	9,477
Employee leave	1,108	1,546
Receipts in advance	813	978
Taxes (e.g. VAT, National Insurance)	6,152	5,446
	21,039	**17,448**

NOTE 16 PROVISIONS

Short term provisions consist of the following:

	Redundancy	Pension	Legal	Total
	£000	£000	£000	£000
Balance at 31 March 2023	**0**	**0**	**100**	**100**
Additional provisions made in 2023/24				0
Amounts used in 2023/24			(35)	(35)
Unused amounts reversed in 2023/24			(65)	(65)
Balance at 31 March 2024	**0**	**0**	**0**	**0**

NOTE 17 OTHER LIABILITIES

The following table contains a breakdown of other current and non-current liabilities (excluding trade receivables and payables):

	31-Mar-24	31-Mar-23
	£000	£000
Finance lease liabilities	2,736	3,269
Short term loans from parent councils	43,600	33,400
Provisions	0	100
Other liabilities - current	**46,336**	**36,769**
Finance lease liabilities	2,333	5,672
Pension fund defined benefit liability (see note 5)	7,452	1,576
Other liabilities - non-current	**9,785**	**7,248**

Details of the terms of the short term loans are set out in Note 24.

NOTE 18 FINANCE COSTS AND FINANCE INCOME

Finance costs for the reporting period consist of the following:

	2023/24 £000	2022/23 £000
Interest receivable on short term cash deposits	50	8
Total interest receivable	**50**	**8**
Interest on short term borrowings from parent councils	(1,713)	(753)
Finance lease interest	447	(571)
Net interest expense on defined benefit liability	(39)	(2,225)
Total interest payable	**(1,305)**	**(3,549)**

NOTE 19 CORPORATION TAX

The following table shows the tax reconciliation based on IAS12.

	2023/24 Accounts £000	%	2022/23 Accounts £000	%
Profit/(Loss) on ordinary activities before tax	**2,397**		**(11,742)**	
Tax on loss on ordinary activities at standard CT rate	600	25.00%	(2,231)	19.00%
Effects of:				
Expenses not deductible for tax purposes	0	0.00%	0	0.00%
Income not taxable	0	0.00%	(14)	0.00%
Adjustments to brought forward values	0	0.00%	0	0.00%
Amounts charged directly to equity or otherwise transferred	(1,704)	(71.09%)	16,128	(137.35%)
Capital Allowances in excess of depreciation	0	0.00%	0	0.00%
Other short term differences	0	0.00%	0	0.00%
Defined benefit scheme timing differences	0	0.00%	0	0.00%
Adjust closing deferred tax to average rate	0	0.00%	0	0.00%
Utilisation of tax losses and other deductions	0	0.00%	0	0.00%
Amounts not recognised	1,104	46.06%	(13,883)	118.23%
Unexplained difference	0	0.00%	0	0.00%
Current tax charge/credit for the period	**0**	**0.00%**	**0**	**0.00%**

Deferred Tax Asset

As a Community Interest Company AfC must pay Corporation Tax on all taxable profits at the domestic effective tax rate. The Company has reported a profit before tax for the 2023/24 financial period of £2m and loss before tax for the 2022/23 financial period of £12m. There was no corporation tax amount that is payable for the 2023/24 (£nil in 2022/23) financial year. It is not probable that the Company will make significant taxable profits in the short to medium term and therefore it has not recognised the losses carried forwards in the Accounts. If the Company does make taxable profits in the coming years it will be able to reduce its initial tax liability by offsetting taxable losses incurred. The amount recognised as a contingent asset at 31 March 2024 is £2.574m (£1.488m at 31 March 2023).

NOTE 20 NON CASH FLOW ADJUSTMENTS AND CHANGES IN WORKING CAPITAL

The following tables provide a breakdown of the non-cash transactions recognised in the Statement of Comprehensive Income and Statement of Financial Position.

	2023/24 £000	2022/23 £000
Net changes in working capital:		
Change in trade and other receivables (increase)	(14,364)	(658)
Change in trade and other payables (decrease)	3,591	251
Total changes in working capital	**(10,773)**	**(407)**

	2023/24 £000	2022/23 £000
Non Cash Flow Adjustments:		
Current and past service costs	8,490	16,448
Net interest on defined benefit liability	39	2,225
Provision	(100)	79
Depreciation	3,244	3,074
	11,673	**21,826**

AfC borrows money from the parent Councils via a revolving credit facility for ongoing operations. The amount still owed to the Councils under this arrangement is detailed in note 17 to the accounts.

NOTE 21 RELATED PARTY TRANSACTIONS

The Company's related parties include its owners (LB Richmond, RB Kingston and RB Windsor), company directors, senior managers with strategic decision making powers, post-employment benefit plans and others as stated below.

Transactions with the Company's owners

Achieving for Children is jointly owned by the London Borough of Richmond upon Thames, the Royal Borough of Kingston upon Thames and the Royal Borough of Windsor and Maidenhead (RBWM). The boroughs have influence over major policy decisions and funding. The Company is contracted jointly by the three Councils to provide their children's services. The Councils also provide support services and accommodation to the Company and a loan facility of up to £45m. The table below summarises the key transactions:

	LB Richmond 2023/24 £000	RB Kingston 2023/24 £000	RB Windsor 2023/24 £000	LB Richmond 2022/23 £000	RB Kingston 2022/23 £000	RB Windsor 2022/23 £000
Receipts	104,876	101,827	63,818	91,292	90,858	56,792
Accrued income	13,906	17,468	8,057	10,717	12,866	4,721
Payments	1,241	2,794	485	1,350	4,403	2,338
Accrued Expenditure	422	499	451	539	60	82
Total Value	**120,445**	**122,588**	**72,812**	**103,898**	**108,186**	**63,933**
Other Balances						
Borrowing	17,113	16,359	10,128	12,799	12,114	8,487

Transactions with schools maintained by the Councils have been excluded as the contract price captures the value of these transactions. Individual schools are not deemed to have control over the Company.

Transactions with Key Management Personnel

Directors (including non-executive) and senior management have direct control over the Company's finance and operating policies and make up Key Management Personnel. The table below summarises the remuneration received by these individuals. As a result of legislative requirements relating to the employment of statutory officers, some members of the Company Leadership Team are employed by the parent Councils and seconded to Achieving for Children. The total remuneration paid has been captured in the table below and includes total remuneration paid by AfC and the parent Councils. Further details on the remuneration of individual Directors are included in the Director's Report.

	2023/24 £	**2022/23 £**
Short Term Benefits:		
Salary	914,448	804,210
National Insurance	117,658	108,820
Expenses	1,602	497
Agency	0	0
Post-Employment Benefits:		
Defined benefit pension plans	197,664	172,216
Total Remuneration	**1,231,372**	**1,085,743**

During the period directors, senior management or members of their immediate families had relationships / influence over the organisations detailed in the table below. Organisations have been detailed regardless of whether transactions occurred with AfC. Where transactions have occurred, the relevant officer or director was not involved in decision making. All transactions include VAT

	Transactions in the period		Amounts owed at period-end		Total value of transactions	Transactions in the period		Amounts owed at period-end		Total value of transactions
	Payments	Receipts	Owed to	Owed by		Payments	Receipts	Owed to	Owed by	
	2023/24	2023/24	2023/24	2023/24	2023/24	2022/23	2022/23	2022/23	2022/23	2022/23
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Ofsted	15	-	-	-	**15**	20	-	-	-	**20**
Newham Council	-	-	-	-	**-**	-	-	-	-	**-**
Royal County of Berkshire	-	-	-	-	**-**	-	-	-	-	**-**
RBWM Property Ltd	-	-	-	-	**-**	-	-	-	-	**-**
Dedworth Green First School	2	-	-	-	**2**	-	(1)	-	-	**(1)**
Dedworth Green Middle School	-	-	-	-	**-**	1	(1)	-	-	**-**
Windsor Girls School	1	-	-	-	**1**	-	-	-	-	**-**
Haven House Children's Hospice	-	-	-	-	**-**	-	-	-	-	**-**
Children's Hospices across London (CHaL)	-	-	-	-	**-**	-	-	-	-	**-**
Woking and Sam Beare Well Being Care	-	-	-	-	**-**	-	-	-	-	**-**
NWSA	-	-	-	-	**-**	-	-	-	-	**-**
SWL Integrated Care Board (ICB)	1,011	(2,338)	28	(3,341)	**(4,640)**	-	(3,459)	-	(501)	**(3,960)**

One of the Company's Non Executive Independent Directors (Nicki Craig) was a School Governor at Dedworth Green First School, and Dedworth Middle School in Windsor in 2022/23 until August 2022. She is a Community Governor at Windsor Girls School in 2023/24. The transactions related to income from the schools are for attendance at training and assessment sessions throughout the financial year. They are also an employer representative on the Royal County of Berkshire Pension Board and a Board Director of RBWM Property Company Ltd, which have had no transactions with Achieving for Children.

One of the Company's Non Executive Independent Directors (Martin Spencer) is an Non Executive Director at Ofsted. Ofsted is an inspector of schools and regulator of social care. Transactions in 2022/23 and 2023/24 relate to annual fees paid for Social Care. He is a Non-Executive Director for the South West London Integrated Care Board. In 2023/24 we received income from SWL ICB for joint funded placements, therapies and other funding.

One of the Company's Non Executive Directors (Jeremy DeSouza) is a member of the South West London Integrated Care Board's Richmond Place-based Partnership Committee. Income from the SWL ICB is outlined in the paragraph above.

One of the Company's Non Executive Independent Directors (Nathan Nagaiah) is the Data Economy Sector Lead with Newham Council. There were no transactions between Newham Council and AfC during 2023/24 and 2022/23.

The Chair of the Board (Sian Wicks) was the Chief Executive at Haven House Children's Hospice for 22/23 and part of 23/24. She is now the Chief Executive for Woking and Sam Beare Hospice and Well Being Care. Additionally, the Chair of the Board is a Trustee for CHaL, a Board Director for NWSA and the Managing Director of Integrated Governance Solutions Ltd . There were no transactions between AfC and these organisations during 2023/24 or 2022/23.

Transactions with post-employment benefit plans

Employees of AfC are members of a number of pension plans. The defined benefit plans (the LGPS) are separately administered by the LB Wandsworth (Richmond) and RB Kingston who are also owners of the Company. The pension funds are treated as separate financial entities and the terms of the benefit plans are prescribed by regulation. Note 5 to these accounts contains further details of the specific plans and associated figure

NOTE 22 CONTINGENT ASSETS AND LIABILITIES

Contingent Liabilities

Contingent liabilities relate to possible expenditure arising from a past event that has not been recognised in the Statement of Accounts due to the probability that a transfer of economic benefits will not arise, or cannot be reliably estimated. The possible liability is dependent on the outcome of something happening in the future. A review is undertaken annually to identify any potential liabilities.

- **Legal Cases / Tribunals / Insurance Claims**

As at the 31st March there were a number of tribunals and claims outstanding against the Company. None of these claims are expected to materially impact the accounts but some could lead to non-trivial damages / costs in future years should the tribunal rule against AfC. If claims do arise then these will be met by the Company's insurance policy (£50k excess) or via in year budgets.

- **Termination Benefits**

The Company must make significant reductions in its cost base over the next three years to achieve contract price reduction targets set by the contracting Councils. Plans continue to be developed to address these cost pressures and it is probable that some termination benefits will be paid out to staff as part of these plans. The Company is not able to estimate these at present but any future liabilities will be met through in year budgets, contract change control mechanisms and the phasing of reductions in the Company's cost base.

Deferred Tax Asset

As a Community Interest Company AfC must pay Corporation Tax on all taxable profits at the domestic effective tax rate. The Company has reported a profit before tax for 2023/24 and loss before tax for 2022/23 of £2m and £12m respectively. There was no corporation tax amount that is payable for the 2023/24 (£nil in 2022/23) financial year. It is not probable that the Company will make significant taxable profits in the short to medium term and therefore it has not recognised the losses carried forwards in the Accounts. If the Company does make taxable profits in the coming years it will be able to reduce its initial tax liability by offsetting taxable losses incurred. The amount recognised as a contingent asset at 31 March 2024 is £2.574m (£1.488m at 31 March 2023).

NOTE 23 FINANCIAL INSTRUMENTS RISK

Risk management objectives and policies

The Company is exposed to various risks in relation to financial instruments. The Company's financial assets and liabilities are summarised in Note 12. The main types of risks are market risk, credit risk and liquidity risk.

The Company's risk management procedures are focused on the unpredictability of financial markets and are structured to implement suitable controls to minimise these risks.

Market risk analysis

The principal risk that the Company is exposed to is fluctuations in interest rates that can impact on its operating costs. The Company has seen the interest rate on our revolving credit facility increase by 3.5% through the year. The Company only has exposure to short term borrowing and deposits that are on variable interest rate terms with no currency exposure.

As an indication of the sensitivity to interest rates, a change in interest rates of 1% would change finance costs by +/- £334k (£239k for 2021/22).

Outstanding loans at 31 March 2023 were £33.4 million.

Credit risk analysis

Credit risk arises if a counterparty fails to discharge an obligation to the Company. The Company is exposed to credit risk in respect of short term deposits, cash and cash equivalents and trade and other receivables. The maximum exposure to credit risk is limited to the carrying amounts of financial assets recognised at 31 March 2023, as shown in the following table:

	31 March 2024 £000	31 March 2023 £000
Financial assets / Loans and Receivables		
Trade and other receivables categorised as Financial Instruments (net)	50,400	37,303
Trade and other receivables not categorised as Financial Instruments	3,240	1,973
Cash and cash equivalents	8,300	8,447
	61,940	**47,723**

A significant proportion of trade and other receivables are in respect of public sector entities, which mitigates the overall risk. Allowance for credit losses in 2023/24 was £125k (£117k for 2022/23).

The Company only deals with financial institutions that have high credit ratings and monitors these to avoid risk.

Liquidity risk analysis

Liquidity risk arises if the Company is unable to meet its obligations. The Company is able to borrow from its owners (the London Borough of Richmond upon Thames, Royal Borough of Kingston upon Thames and Royal Borough of Windsor and Maidenhead) under a revolving credit facility agreement. This agreement provides a loan facility of £45 million which the Company can draw down on to meet its liquidity requirements and also has up to £14m on same-day withdrawal deposit/current accounts to manage day-to-day cash requirements.

The Company manages its liquidity needs through monitoring forecast cash inflows and outflows arising from its business on a daily and weekly basis and also monitors longer term impacts on its cash flow arising from changes to its business plan.

The Company is required to submit a Treasury Plan at least annually to its owners for their approval that sets out the Company's treasury management plans and procedures.

The revolving credit arrangement in place with its owners is regarded as sufficient mitigation against liquidity risk for the company.

NOTE 24 FAIR VALUE MEASUREMENT

Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into Levels of fair value hierarchy. The three Levels are defined based on the observability of significant inputs to the measurement, as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly
Level 3: unobservable inputs for the asset or liability

The Company holds only the following financial assets and liabilities:

- Cash and cash equivalents
- Current borrowings
- Trade and other receivables and payables

There are no quoted prices that can be used to measure fair value of these assets and liabilities.

Cash, cash equivalents, trade and other payables are all very short term assets and are assessed as being at fair value.

Current borrowings are in respect of one loan facility, provided by the owners of the Company (RB Kingston, LB Richmond and RB Windsor and Maidenhead) – the amount borrowed at 31 March is shown in the following table in Note 25. This is a revolving short term loan agreement which is repayable on 31 September and 31 March each year, or earlier if the company gives the Councils notice. Interest is 0.5% (one half percent) above Bank of England Base Rate. The terms of the loan are judged to reflect current market rates and the actual value of the loan is taken as fair value.

Trade payables are discharged within 30 days and are deemed to be at fair value.

Trade receivables are due within 30 days and are deemed to be at fair value. Receivables not settled within 30 days are amortised in respect of assumed credit losses based on the age of debt

NOTE 25 CAPITAL MANAGEMENT POLICIES AND PROCEDURES

The Company is jointly owned by LB Richmond, RB Kingston and RB Windsor and Maidenhead as a company limited by guarantee and is a 'not for profit' organisation registered as a Community Interest Company. It provides benefit to its owners by providing services to them under contract at economic cost. The Company is not required to provide a financial return to its owners and has no target for its capital-to-overall financing ratio. The owners of the Company provide funding for the Company through a short-term loan facility and the Company does not have any other borrowings or equity.

The amounts managed as capital by the Company for the reporting period under review are summarised as follows:

	31 March 2024 £000	31 March 2023 £000
Cash and cash equivalents	8,300	8,447
Capital	**8,300**	**8,447**
Borrowings	43,600	33,400
Overall financing	**43,600**	**33,400**
Capital-to-overall financing ratio	**0.19**	**0.25**

NOTE 26 POST REPORTING DATE EVENTS

No significant events have occurred between the 31st March reporting date and the date these accounts were authorised.

NOTE 27 AUTHORISATION OF FINANCIAL STATEMENTS

These Financial Statements were approved for submission to audit by the Chief Operating and Finance Officer on 22nd July 2024:

Lucy Kourpas (CPFA)
Chief Operating and Finance Officer

NOTE 28 ACCOUNTING POLICIES

General principles

Basis of preparation - accounting practices

These financial statements have been prepared in accordance with UK adopted International Financial Reporting Standards as required by the Companies Act 2006. The Accounts summarise the Company's financial performance (Statement of Comprehensive Income), equity (Statement of Changes in Equity), financial position (Statement of Financial Position) and cash flow (Statement of Cashflows) for the period. The Accounts have been prepared on the historical cost basis.

Changes in accounting policies and prior period adjustments

Except for the changes detailed below, the Company has consistently applied the accountancy policy to all periods presented in these consolidated financial statements.

Prior period adjustments arise either as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for in the current financial period and future periods affected by the change, and do not result in a prior period adjustment.

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

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period. No material errors were discovered in year.

Exceptional Items

Exceptional items are those which are separately identified by virtue of their size or incidence to enable a full understanding of the Company's financial performance. The nature and amount of these items is disclosed separately, either on the face of the Statement of Comprehensive Income or in the notes to the accounts, depending on how significant the items are. The company has shown the financial impact of Covid-19 as an exceptional item on the face of the Statement of Comprehensive Income.

Accruals of Income and Expenditure

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

Income (Revenue Recognition IFRS 15)

- Revenue from the sale of goods and services is recognised when (or as) the Company transfers control of goods or services to a customer at the amount to which the Company expects to be entitled, and all obligations have been fulfilled in relation to the revenue and/or contract.

- Depending on whether certain criteria are met, revenue is recognised either over time, in a manner that best reflects the company's performance, or at a point in time, when control of the goods or services is transferred to the customer.

- Contract income, fees and charges, lettings, grants, donations and other income arise from the provision of services or the sale of goods or services.

Expenditure

- Supplies are recorded as expenditure when they are consumed. Where there is a gap between the date supplies are received and their consumption (and the values are material) they are carried as inventories on the Statement of Financial Position.

- 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.

- Revenue income and expenditure for the year is reported in the Statement of Comprehensive Income.

Interest

- 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.

Debtor and creditor balances (accruals policy)
Where income 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 Statement of Financial Position. Where debts may not be settled (i.e. collection is doubtful), the balance of receivables is written down and a charge made to revenue for the income that might not be collected.

Exceptions to this accruals policy are made where it would be impractical in terms of time and cost required and where the effect of not accruing has no material effect on the Company's accounts. The Company has set a general de-minimis level for accruals of creditors that are calculated manually at period-end. This level is reviewed annually and is currently set at £5,000. Two exceptions to this de-minimis rule apply:

- Qualifying expenditure upon which income from third parties is dependent and associated income.
- Invoices for substantially the same supply or service that are chargeable to the same service area are aggregated where their total is over £5,000.

<u>Third Party and Government Grants / Contributions</u>

Whether paid on account, by instalments or in arrears, Government Grants, third party contributions and donations are recognised as due when there is reasonable assurance that:

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

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

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Statement of Financial Position as creditors / receipts in advance. When conditions are satisfied, the grant or contribution is credited to the Statement of Comprehensive Income.

Agency Relationship

Where the Company acts as an agent of the Parent Councils, in paying grant monies to schools, these transactions are excluded from the Accounts on the basis that the Company is not making decisions about how the money is spent. The Company is just passporting money based on pre-set criteria, on behalf of a third party. These transactions are reported in the Accounts of the party who ultimately controls the money (i.e. the Councils).

Inventories

The Company recognises all inventories (stock) that have a value over £10,000 as at 31 March. The Company initially recognises inventory when it has control of it and when it expects to have a right to the future economic benefits / service potential. All inventories are measured at the lower of cost or net realisable value. Where there are large numbers of items of inventory that are ordinarily interchangeable, the Company uses the weighted average cost method of stock measurement. The Company held no material inventories at 31st March 2023.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that are readily convertible to known amounts of cash with insignificant risk of change in value (this will exclude fixed term deposits as they are not highly liquid and not readily convertible to cash). In the Statement of Cashflows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand.

Employee Benefits

Benefits payable during employment

Short-term employee benefits are those due to be settled within 12 months of the period-end.

They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense for services in the period in which employees render service to the Company. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the period-end which employees can carry forward into the next financial period. The accrual is made at the salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to the Statement of Comprehensive Income so that holiday benefits are charged to revenue in the financial period to which they relate.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Company to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. These are charged on an accruals basis to the Statement of Comprehensive Income when the Company is

demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.
Where termination benefits involve the enhancement of pensions, the amount is recognised on an IAS19 basis in the Statement of Comprehensive Income.

Post Employment Benefits (IAS19)
Employees of the Company can be members of four separate pension funds:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE).
- The National Health Service Pension Scheme, administered by the Department of Health and Social Care (DoHSC)
- The Local Government Pensions Scheme, administered by the London Borough of Wandsworth
- The Local Government Pensions Scheme, administered by the Royal Borough of Kingston upon Thames

All schemes provide defined benefits to members, earned as employees who have worked for the Company.
However, the arrangements for the teachers' and NHS scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Company. The scheme is therefore accounted for as if it was a defined contribution scheme and no liability for future payments of benefits is recognised in the Statement of Financial Position. The employer's contributions are charged to the Statement of Comprehensive Income for the period.

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefits scheme:

- The liabilities of the LB Wandsworth (Richmond) and RB Kingston Pension Fund attributable to the Company are included in the Statement of Financial Position on an actuarial IAS19 basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projections of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate (based on the indicative rate of return on 20 year gilts adjusted for credit spread).
- The assets of each Pension Fund attributable to the Company are included in the Statement of Financial Position at their fair value:
  - quoted securities – current bid price
  - unquoted securities – professional estimate
  - unitised securities – current bid price
  - property – market value

- The change in the net pensions liability is analysed into the following components:
  Service cost comprising:
  - current service cost – the increase in the present value of a defined benefit obligation (liabilities) resulting from employee service in the current period. – allocated to the Statement of Comprehensive Income
  - past service cost – the change in the present value of the defined benefit obligation for employee service in prior periods, resulting from a plan amendment (the introduction or withdrawal of, or changes to, a defined benefit plan) or a curtailment (a significant reduction by the authority in the number of employees covered by a plan). – debited to the Statement of Comprehensive Income
  - Any gain or loss on settlement – arising when the Company enters into a transaction that

eliminates all further legal or constructive obligations for part or all of the benefits provided under a defined benefit plan – debited to the Statement of Comprehensive Income
Net interest on the net defined benefit liability (asset) - the change during the period in the net defined benefit liability (asset) that arises from the passage of time - charged to the Statement of Comprehensive Income
Re-measurements of the net defined benefit liability (asset) comprising:

- actuarial gains and losses – changes in the present value of the defined benefit obligation resulting from: a) experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) and b) the effects of changes in actuarial assumptions charged to Other Comprehensive Income for the period
- the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to Other Comprehensive Income for the period

• Where the changes in net pension lead to a pension asset, the recognition of the asset is limited as per accounting standard IFRIC 14 IAS 19. Under the standard, the asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. Additional liability is recognised where agreed past service contributions give rise to a future surplus which will not be available after they are paid as either a refund or reduction in future contributions.

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

<u>Financial Instruments</u>

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

Financial Assets
Financial assets are classified into two types:

• loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market
• available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments. AfC had no available for sale financial instruments in 2023/24.

Loans and Receivables
Loans and receivables are recognised when the Company 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 Statement of Comprehensive Income 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 Company has made, this means that the amount presented in the Statement of Financial Position is the outstanding principal receivable (plus accrued interest) and interest credited to the Statement of Comprehensive Income is the amount receivable for the period in the loan agreement.
Where assets are identified as impaired because of a likelihood arising from a past event that payments due

under the contract will not be made, the asset is written down and a charge made to the Statement of Comprehensive Income. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.
Any gains and losses that arise on the de-recognition of an asset are credited or debited to the Statement of Comprehensive Income.

Foreign Currency Translation
Where the Company enters into a transaction denominated in a foreign currency, the transaction is converted into sterling at the exchange rate applicable on the date the transaction was effective. Where amounts in foreign currency are outstanding at the period-end, they are reconverted at the spot exchange rate at 31 March. Resulting gains or losses are recognised in the Statement of Comprehensive Income.

Relationships and Interests in Companies and Other Entities
Achieving for Children is jointly owned by the LB Richmond upon Thames, RB Kingston upon Thames and RB Windsor and Maidenhead. The Company will disclose the proportion of profit / loss and net assets that is attributable to each Council. The parent Councils will in turn consolidate their interest in the Company as part of their group accounts.

Where the Company assesses that its relationship with another entity is classified as a subsidiary, associate, or joint venture it will present its accounts to reflect these interests as follows:

Subsidiary	Associates	Joint Ventures
• Company controls the financial and operating activities of that entity and benefits from this control.	• Company has significant influence over the operations of another entity.	• Company has joint control over another entity
• Line by Line consolidation - Where material, the Company will consolidate 100% of all transactions and balances into the Company's Accounts and the Company will present both single entity and group entity accounts.	• Equity Method – The interest is presented as an investment and adjusted each period for the current share of the net assets and the relevant share of profit or loss will be recognised in the Statement of Comprehensive Income	

Non Current Assets
The Company recognises two categories of non-current asset:

- Tangible - Assets that have physical substance and are held for use in the production or supply of goods or services, or for administrative purposes and that are expected to be used during more than one financial period

• Intangible - Expenditure on non-monetary assets that do not have physical substance but are controlled by the Company as a result of past events (e.g. software licences) are capitalised when it is expected that future economic benefits or service potential will flow to the Company
The Company has set the following de-minimis limits for the recognition of non-current assets:

- Land and buildings - £50,000
- Vehicles, plant and equipment - £10,000
- Intangible assets - £10,000

	Tangible	**Intangible**
Recognition	Expenditure on the acquisition, creation or enhancement is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Company and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. Where an asset consists of various components with different useful lives these are recognised separately.	
Measurement	Assets are initially measured at cost, comprising the purchase price and any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Assets are then carried in the Statement of Financial Position at fair value, determined as the amount that would be paid for the asset in its existing condition. For 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.	Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held can be determined by reference to an active market. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Reductions in value are written off against relevant balances in the revaluation reserve and then to the Statement of Comprehensive Income.
Depreciation	● Depreciation is provided for on all tangible assets by the systematic allocation of their depreciable amounts over their useful lives. The Company applies the straight line method of depreciation and the useful	● The depreciable amount of an intangible asset is amortised over its useful life to the Statement of Comprehensive Income. A full years depreciation is charged in the period of acquisition

	life is determined by a relevant expert. Depreciation is charged to the Statement of Comprehensive Income each period and writes down the value of the asset on the Statement of Financial Position. A full years depreciation is charged in the period of acquisition.	

Leases IFRS 16

Company as a lessee

For any new contracts entered into the Company considers whether a contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Company assesses whether the contract meets three key evaluations which are whether:

- The contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company
- The Company has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- The Company has the right to direct the use of the identified asset throughout the period of use.

The Company assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use. Previous de-minimis levels for recognising Finance Leases are now redundant under the new standard. There are only two exemptions for recognising a lease right-of-use asset. These are:

- If the lease is short-term (12 months or less); and
- Leases of low-value assets (those less than £5,000 in total cost over the lease term). This exemption also applies to individual leases within a similar group.

When using these exemptions, instead of recognising a right-of-use asset and lease liability, the payments in relation to these leases are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Measurement and recognition of leases as a lessee

At lease commencement date, the Company recognises a right-of-use asset and a lease liability on the balance sheet. Any arrangements prior to 1 April 2019 have been assessed and represented using the modified retrospective approach under IFRS 16. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Company, through the owning Council's, also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate. The liability will be reduced for payments made each year.

On the statement of financial position, right-of-use assets have been included in property, plant and equipment and lease liabilities have been included in trade and other payables.

The Company as a lessor
The Company's accounting policy under IFRS 16 has not changed from the comparative period. Achieving for Children does not have legal title to any non-current assets and as such would not partake in the leasing out of non-current assets.

<u>Provisions, Contingent Liabilities and Contingent Assets</u>

Provisions
Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Company may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation. Provisions are charged as an expense to the Statement of Comprehensive Income in the period that the Company becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position. Estimated settlements are reviewed at the end of each financial period – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Redundancy Costs
The Company provides for redundancy costs at the point that it is demonstrably committed (cannot retract the offer). If a notification of redundancy has been issued before 31 March but the amount has not yet been paid, a liability is recognised in the accounts.

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

Contingent Assets
A contingent asset arises where an event has taken place that gives the Company a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Company. Contingent assets are not recognised in the Statement of Financial Position but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

<u>Taxation</u>

Corporation Taxation
The Company is liable to pay Corporation Tax on all taxable profits. Where this applies, the tax will be separately identified on the face of the Statement of Comprehensive Income and profits / losses will be shown gross and net of taxation. Any amounts owed to the HMRC at the period-end will be recognised as a creditor / debtor on the Statement of Financial Position.

Where the Company makes taxable losses / has temporary differences, it will recognise a deferred tax asset on the Statement of Financial Position only where it is probable that the Company will make taxable profits and pay Corporation Tax in the foreseeable future. If taxable profits are not probable the potential deferred tax asset will be recognised as a contingent asset and disclosed within the notes to the Accounts.

Value Added Taxation
VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income. The net amount owed or owing to the HMRC at the Statement of Financial Position Date will be recognised as a net creditor / debtor on the Statement of Financial Position.

Post Reporting Date Events
Events after the Statement of Financial Position date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Financial Statements 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 Financial Statements are adjusted to reflect such events (an adjusting event).

- those that are indicative of conditions that arose after the reporting period

The Financial Statements are 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 (a non-adjusting event).
Events taking place after the date of authorisation for issue are not reflected in the Financial Statements.

GLOSSARY OF TERMS

ACCRUALS
Amounts charged to the accounts for goods or services received during the period for which payments have not yet been made, and for income due, which has not yet been received.

BALANCE SHEET / STATEMENT OF FINANCIAL POSITION
A statement of the Company's assets and liabilities at the 31 March (Statement of Financial Position date).

CAPITAL EXPENDITURE
Expenditure on the acquisition or enhancement of assets that have a significant value and a useful life beyond one year.

CASH & CASH EQUIVALENTS
Cash is represented by notes and coins held by the Company and deposits available on demand. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value e.g. instant access accounts.

COMMUNITY INTEREST COMPANY
A Community Interest Company is a special type of Ltd Company which exists to benefit the community rather than the private shareholders. Its primary objectives are social objectives and any surpluses are reinvested into the organisation.

CREDITORS OR TRADE PAYABLES
Organisations and individuals to whom the Company owes money.

CURRENT ASSETS
These are assets that will become payable to us or could be called upon within the next accounting period (i.e. less than one year). Examples are stock, cash and receivables.

CURRENT LIABILITIES
Those amounts which will become payable or could be called upon in the next accounting period (i.e. less than one year).

DEBTORS or TRADE RECEIVABLES
Organisations and individuals who owe money to the Company.

DEDICATED SCHOOLS GRANT
A ring-fenced, Central Government Grant paid to Councils by the Department for Education to fund education services within the boroughs. A significant proportion is devolved to schools on a formulaic basis.

DEPRECIATION
The writing down of the value of a fixed asset in the Statement of Financial Position in line with its expected useful life.

EMPLOYEE BENEFITS
Salaries, wages, paid annual leave, paid sick leave, pension benefits and termination benefits.

FINANCIAL INSTRUMENTS
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another.

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

NON CURRENT ASSETS
These are assets that are likely to be in use by the Company for more than one year, such as property, plant and equipment.

IAS19
Accounting standard requiring the recognition by an authority of the attributable share of the assets and liabilities of pension funds with which it is associated showing the employer's commitment to increase contributions to make up any shortfall in attributable net assets, or its ability to benefit (via reduced contributions) from a surplus in the scheme, even though the fund retains title to the assets and the responsibility to pay pensions.

IFRS 16
Accounting standard that introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligation to make lease payments.

STATEMENT OF COMPREHENSIVE INCOME
A Core Primary Statement that provides a summary of the resources generated and consumed by the Company in the period.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)
The regulations under which the accounts are published. A set of international accounting standards stating how particular types of transactions and other events should be reported in financial statements. IFRS are issued by the International Accounting Standards Board.

INTANGIBLE FIXED ASSETS
Intangible fixed assets that are likely to be in use by the Company for more than one year are recognised where there is no 'physical' asset but the Company controls future economic benefits from the asset. For example computer software.

NET BOOK VALUE
An asset or liabilities original book value net of any accounting adjustments such as depreciation.

NET REALISABLE VALUE
The value of an asset that can be realised upon the sale of the asset, less any costs associated with either the eventual sale or the disposal of the asset in question.

NON EXECUTIVE INDEPENDENT DIRECTORS (NEID)
A member of the board of directors of a company or organisation who does not form part of the executive management team.

OPERATING LEASE
This is a type of lease under which lease rentals are paid for the use of the asset over the period of the lease. The asset remains the legal property of the lessor and has to be returned at the end of the lease.

OUTTURN
This is the final expenditure and income in any financial period. Outturn reports usually compare the final net expenditure (expenditure less income) against the relevant budget.

PROVISIONS
Amounts set aside for liabilities and losses which are likely to occur but where the exact amount or timing is uncertain but can be reasonably estimated.

RIGHT OF USE ASSET
The right-of-use asset recognises a lessee's right to use an asset over the life of a lease. At the termination of a lease, the right-of-use asset and associated lease liability are removed from the books of the lessee.

TANGIBLE NON-CURRENT ASSETS
Tangible fixed assets are 'physical' assets that provide future economic benefit and are likely to be in use by the Company for more than one year.

TERMINATION BENEFITS
Amounts payable to employees as a result of a decision by the Company to terminate an officer's employment prior to normal retirement age or an officers decision to accept voluntary redundancy.

THIRD PARTY PAYMENTS
Items reported under Third Party Payments for management accounts include contract payments made throughout the year. Examples include payments to third parties for independent child placements, Special Education Needs placements and other contract payments.

TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) REGULATIONS 2006 (TUPE)
A part of UK labour law, protecting employees whose business is being transferred to another business.
The regulations aim to protect employees' employment and most significant terms and conditions.