achieving for children

Registration Number 08878185

Achieving for Children
Community Interest Company

Annual Report and Statement of Accounts
2020-21

1st April 2020 – 31st March 2021

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This Annual Report summarises the performance of Achieving for Children for the period between 1 April 2020 and 31 March 2021 and was authorised by the Board of Directors on 30 June 2021.

L Kourpas

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.

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COMPANY DIRECTORS and OFFICERS:

See page 34 of the Annual Report

WEBSITE: achievingforchildren.org.uk

Statement by the Chair of the Board of Directors

I am pleased to present Achieving for Children's annual report and accounts for 2020/21. Our response to the global pandemic has inevitably shaped much of our work over the past 12 months and I could not be more proud of our workforce who have gone above and beyond to ensure our children, young people and families have continued to receive high quality services. They have proven to be hugely resilient, adaptive and solution focused. In partnership with our owning councils, we have worked hard to support our most vulnerable children, young people and families to ensure they remain safe and supported. The organisation has quickly and efficiently adapted to new working arrangements and it is testament to their commitment and effort that we have continued to deliver our services, albeit in different and innovative ways.

Although it has been an unexpected and challenging 12 months, our annual report clearly demonstrates the significant achievements we have made in 2020-21 and I know we will continue to provide children, young people and families with the support and services they need in the next year and beyond. During the year, our effective early help and children's social care services have continued to operate either face to face in a COVID safe environment, or virtually. For example, our Contact Centre in Twickenham safely provided over 3,000 hours of contact between children, young people and families taking into account COVID restrictions. We have supported schools, across all three of our boroughs, to respond to ever-changing COVID regulations and to put in place systems to enable pupils to receive a strong educational offer either in the classroom or at home. In Windsor and Maidenhead we delivered Wellbeing for Education Return training to 95% of schools. Our health visitors maintained face to face contact with families where possible to ensure the health and development of young children and rolled out the "safe baby" toolkit in response to national concerns about the added risk to babies during lockdown. Our nationally recognised family and adolescent resilience services have continued to work with families with complex needs to keep them together and to avoid children unnecessarily coming into care. This is demonstrated by us providing support to 395 families facing multiple issues including mental health needs, domestic abuse, drug and alcohol abuse, and unemployment via our Strengthening Families service.

We will continue to be agile, resilient and creative to ensure we can meet the needs of our families, whatever restrictions are in place and for however long. We continue to focus on our SEND futures plan and whilst there have been some great achievements we recognise there is still more to do. We are concerned about children and young people's mental health and are working collaboratively with our partners to find solutions to the rise in demand, acuity, complexity and waiting times.

Looking further ahead, the picture regarding funding for the public sector remains challenging. Achieving financial sustainability, while continuing to deliver high quality services to our children and young people is central to our business plan which will guide our work over the coming years. We have taken the opportunity to undertake an AfC Board skills audit and improve our effectiveness through implementing recommendations arising from a governance and Board effectiveness review. We have strengthened our Board, been visible, adapted our strategy, and ensured that we have a framework of effective control and risk management to ensure we are fit for the future. We say goodbye to a long standing Independent Director Jane Spencer and thank her for her enormous contributions since Achieving for Children's inception. We also say a huge thank you to Matt Maher, Richmond appointed Director who made a big contribution to ensure that we hear the voice of children and young people. We wish him well in his new venture.

I'm delighted that we have confirmed Lucy Kourpas as our Chief Operating and Finance Officer during the year. I look forward to working with Lucy as well as Ian Dodds, the Director of Children's Services in Kingston and Richmond, and Kevin McDaniel, the Director of Children's Services in Windsor and Maidenhead, to implement our Business Plan and further develop our services.

Based on the progress we have made in 2020/21, I am confident about the future of Achieving for Children and our ambition to reach every child and young person out there who needs us, so that they are able to live safe, happy, healthier and successful lives.

Siân Wicks
Chair of the AfC Board of Directors

STRATEGIC REPORT

1. Introduction by the Chief Operating and Finance Officer

I am really pleased to have been appointed as Achieving for Children's Chief Operating and Finance Officer, having previously held the post on an interim basis. I am looking forward to working as part of Achieving for Children's Leadership Team to develop our services and working models to achieve even more for our children and young people over the coming years.

This year has been a challenging year for us all and I am extremely proud of the commitment, adaptability and resilience demonstrated by our workforce. This year we have truly pulled together as an organisation to respond to the emerging pandemic. AfC teams have had a relentless focus on ensuring that our children, young people, families and partners continue to receive the support they need. Colleagues from across AfC have come together to think of creative solutions, prioritise capacity, adapt our places of work and mobilise new working models at pace. We have embraced technology and digital solutions to enable us to maintain our critical service offer. This has included over 75% of our employees working from home, hosting children's centre and youth centre sessions on Facebook, communicating with our young people via podcasts, delivering training virtually and via webinars, and communicating with our care leavers via regular video calls. Colleagues have worked flexibly and collaboratively across our whole organisation to adapt to emerging needs and priorities. For example, we mobilised a multi-disciplinary COVID Task Force so that we could quickly respond to issues immediately as they emerged in all three of our boroughs.

There are so many examples this year of staff going the extra mile to support our communities - for example, our youth centres in Kingston supporting the delivery of 8,000 meals to vulnerable families; and our children and young people from Anstee Bridge making 300 cupcakes with ingredients provided by the Coop and then delivering these to key workers. We have introduced schemes to support vulnerable families who have needed additional support with food and heating bills this year and established a Holiday Activity Programmes for vulnerable children across all three of our boroughs. A number of health staff have also been seconded to the NHS to help with the local rollout of the vaccination programme. This year has shown yet again that AfC employs so many talented staff who are truly committed to improving the lives of children and young people.

Our service offer in Kingston, Richmond and Windsor and Maidenhead remains strong and we are committed to continual improvement. 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 at the first opportunity and well before statutory services are required. We are extremely proud that both our Youth Offending Services, in Kingston and Richmond and in Windsor and Maidenhead, were successfully inspected during the year and received an overall rating of 'good' with outstanding elements. This is an excellent achievement, not least in the context of continuing to deliver these services in the midst of a pandemic.

Our support for children and young people in care is constantly developing and improving. Our Independent Fostering Agency had its most successful year yet in terms of attracting new foster carers and we are so pleased that our first children's home, Hope House, is now open and supporting our young people in care. We are also extremely excited that our new purpose-built overnight short break care centre, Rainbow House, is due to open in the summer of 2021 and will accommodate up to seven children and young people with disabilities each night.

We recognise our support to children and young people with special educational needs and disabilities is still an area for improvement across the whole organisation and we continue our transformation work across all three boroughs. We are also working to address areas of weakness that are identified in Written Statements of Action. We are proud of the progress we have made over the last 12 months which has included developing increased outreach support for schools and supporting the Kingston and Richmond Parent Carer Forums to become established so that we can work closely with them to further learn from their experiences when developing our services. We have also worked closely with the Department for Education to secure additional funding for our SEND services in Kingston and Richmond following a number of years of lobbying. In Windsor and Maidenhead, we are currently working with two mainstream primary schools to open new specialist bases for pupils with Autistic Spectrum Disorder (ASD) in September 2021 and our SEND inspection revisit has evidenced good progress. There is more to do across all three of our boroughs and this remains a top priority moving forward.

The coming years will undoubtedly bring us further challenges but also present an opportunity to reflect on what we have learned over the last year and how we can use that learning to improve how we work. Our education, health and social care services will be evermore critical to support children, young people and families through the recovery process. We will also reflect on feedback we have had from young people and our staff about what they have preferred over the last year. For example we know that many young people would like to continue to engage with AfC services via a mixture of virtual and in person communication and that many families and young people have found our virtual early help offers more accessible and engaging. Staff have found that a mixture of home and office based working has supported their work life balance and wellbeing. We plan to transform the way we work over the coming years to ensure we continue to meet the needs of young people and that we have an employment offer that attracts and retains talented staff.

Supporting financial sustainability remains a focus and it is important that we continue to deliver value for money services and reflect on how funding is best aligned to local priorities. Continuing to reflect the views of children and families is key to getting this right. Our business plan outlines an ambitious medium term strategy that supports the local development of increased quality and affordable education, health and social care provision across all three of our boroughs. We will be working closely with all three of our commissioning councils to see this ambition come to fruition.

Moving into the new financial year it is clear that we will need to continue to develop and adapt to the challenging environment in which we are operating. We also have ambitious plans and opportunities to further shape our services to support children and young people to meet their potential.

L. Kourpas

Lucy Kourpas
Chief Operating and Finance Officer

2. Progress against our 2020/21 objectives

In 2020/21 we supported over 30,000 children and young people. Our business plan set out our priorities and commitment to providing this support based on six strategic priorities: stronger families; positive futures; excellent workforce; financial stability; commercial success; and smarter working. We now report on the progress we have made in 2020/21 in achieving our objectives.

Stronger families

Our early help services provide crucial support to vulnerable families to prevent issues escalating to the point at which statutory intervention is necessary. Across all our early help services we have been focused on ensuring our provision remains effective but also sustainable given the financial climate.

In Windsor and Maidenhead, we have transformed our early help services into a Family Hub model following an extensive 20 week public consultation exercise which received almost 700 responses. The consultation highlighted how important early help services are to our families and demonstrated support for the new proposed model and the principles that underpin it. As a result, we have now remodelled our children's centres, youth centres, parenting service and our family resilience service into new hubs that are largely focussed on a targeted and specialist offer to enable us to deliver services to families that need the support the most, in addition to maintaining our universal health provision. The hubs aim to, at an early stage, work in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained. The service adopts a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.

We launched our new Early Help Strategy in Kingston and Richmond in November 2020 in partnership with the Kingston and Richmond Safeguarding Children Partnership. The new strategy has a greater focus on partnership working and coordination of universal early help and seeks to empower communities and families and reduce the need for referral to targeted or specialist services. Key to this approach are the Early Help Resilience Networks, established in January 2021, which aim to develop a system of positive change for children by bringing a range of key agencies together to offer support and guidance to one another to address issues faced by children and families at the earliest opportunity. Building on community support, the networks create a reflective space for anonymous discussion, where everyone shares their best knowledge and becomes part of the successful journey for the child. The network creates a space, facilitated by our Early Help teams, where everyone can leave knowing about the helpful services available to families and with knowledge of potential partners. Feedback about the networks has been positive and we will continue to monitor the performance and impact of the networks through the Early Help Strategic Board.

We remain focused on supporting those children, young people and families who may be vulnerable or experiencing difficulties. In Richmond, we secured funding from a local charity to create 'kit bags' for children aged 2-13 years who are supported by our social care services. The purpose of the kit bags was to support virtual visiting and direct work with younger children and sibling groups by providing creative material and activities which help our practitioners to engage with the children. Each child was sent a pack specifically matched to their age and preferences. The direct work opportunities that the kit bags have provided have enabled our workers to better capture the voice of the child. We delivered over 130 kit bags and the feedback from children and families has been extremely positive.

To support our families during school holidays, we have established F.U.E.L: Feed Ur Everyday Lives in Kingston, Richmond and Windsor and Maidenhead in response to the Department for Education funding for the Holiday Activities and Food Programme. The F.U.E.L programme will take place over the Easter, summer and Christmas holidays and will offer a range of fun and enjoyable activities and food to children and young people aged 5 to 16 years who are eligible for Free School Meals (FSM). The aim is that the children who attend the programme will be supported to eat healthily and understand nutrition; to be more active; to be safe and not to be socially isolated; and to learn more about the different services Achieving for Children have available in the local area. We are expecting over 1,000 children and young people to engage with the programme over the year.

Our services to children and young people who are engaging in risky behaviour have been boosted by a number of initiatives that we have established or strengthened during the last 12 months. This includes Project X, which is funded by the Violence Reduction Unit and has been developed alongside the Kingston and Richmond Community Safety Partnership. The Project aims to reduce serious youth violence and knife crime through structured positive activities. This can include: exercise and nutrition, young people led podcasts, interactive cooking projects, creative music and dance sessions, restorative justice sessions, outreach youth work sessions in local hotspot areas, mechanics courses; and tailored support to schools to supplement education offers such accredited activities such as music production or sound engineering. The project works closely with the youth service, youth justice team, adolescent safeguarding team and commissioned gangs intervention from Crying Sons. During the last 12 months, 161 young people have been supported.

As an extension to Project X, during 2020-21 we have worked with the Police to roll out a programme, called Engage X, to help support children away from offending. Dedicated youth workers are available to attend custody suites to provide support to all 10 to 17 year olds who have been arrested to help them to better understand their situation. Following their release from custody, they will then arrange to meet again within 24-48 hours to explore possible crime diversion activities, educational opportunities or to work with the family as a whole. The ambition is that this will further reduce the risk of children entering the criminal justice system and ensure they are engaged with intervention at the earliest opportunity to support diversion from offending. Feedback from our youth workers so far has been that the young people have been more open to having honest conversations and felt listened to and as a result, more accepting of support and guidance.

Our high quality support to those young people who are involved in criminal activity has been confirmed following recent inspections of the Youth Offending Service in Kingston and Richmond and the Youth Offending Team in Windsor and Maidenhead. Both were inspected during 2020-21 and both received an overall rating of 'good'. The inspection focused on three domains: organisational delivery of the service; the quality of work undertaken with children sentenced by the courts; and the quality of out of court disposals. Good or outstanding practice was identified in ten of the 12 areas in Kingston and Richmond and in nine areas in Windsor and Maidenhead. We are focused on improving the areas of improvement identified so we can be sure all young people who are supported by our youth justice services are receiving outstanding support.

Underpinning our work with children and families is Signs of Safety, which is now well established as the model of practice across services in Achieving for Children and particularly in direct work, as evidenced through our regular casework audits. Over 1,600 practitioners in Achieving for Children and our partner organisations have been trained in the principles of Signs of Safety and report their increasing confidence in using it to work collaboratively with children and their parents to build on strengths and reduce risks within the family where there are child protection concerns. We have trained over 80 staff as Signs of Safety practice leads who will deliver in-house training and provide ongoing support for colleagues, and we are in the process of recruiting a new Signs of Safety Change Agent role to support this, which will ensure the sustainability of the model. Our ongoing evaluation consistently demonstrates the benefits of the model, with staff reporting it has helped them improve their practice and parents and carers consistently feeding back that they feel listened to, are able to offer ideas or solutions that might improve their situation or relationships, and that the model allows us to work to their strengths.

Positive futures

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

We have supported the establishment of Parent Carer Forums (PCFs) in both Kingston and Richmond. The two Forums are independent groups run by parents and carers, for parents and carers of children and young people (aged 0 – 25 years) who have any form of special educational need or disability. The PCFs receive core funding from the Department for Education with the purpose of ensuring that the voices of parents, children and young people are heard in the planning and implementation of SEND services. We are committed to working closely with the PCFs, and senior members of staff from Achieving for Children and the Clinical Commissioning Group meet with them on a regular basis. We are very grateful to the parents and carers who continue to invest the considerable time and effort needed to make these volunteer led organisations a success.

Both PCFs have contributed to the development of the recently launched new SEND Register which aims to capture the details of more children and young people with SEND to encourage greater engagement with families, two way communication, and a means of sharing information about local support services. It replaced the disability register which had not been well used by families. To encourage take up, the existing process was changed and an online, easy accessible form was created with simplified questions and a shorter completion time. There is no longer the requirement for families to upload or email information enabling better data protection. Throughout the reviewing process, we consulted with the PCFs and Easy Read Group which is made up of children and young people with disabilities. Both played a big part in providing feedback to how the current process could be shaped and improved. All those that sign up also have the opportunity to receive a Disability Awareness Card, designed in collaboration with the PCFs and the Easy Read Group, which provides proof of a child's disability. Since the launch of the new register in mid- March 2021, there have been over 1,000 families sign up to the new register, surpassing the original number within a matter of weeks with new registrations coming in every day. This has been a real achievement and combined effort with our forum groups, which without their input, would not have made this possible.

To further improve the experience of our children and young people with SEND, we are delighted that our new purpose-built short break centre for children and young people with disabilities, Rainbow House, is due to open in June 2021 and that Enhanceable have been appointed as the commissioned provider to deliver the service. With more than 1,000 children with disabilities receiving short break care, including overnight respite care, the new centre will help us to meet the demand and provide a high quality and local service. The seven-bed centre will provide overnight respite care for children and young people aged from eight to 18 years who may have multiple disabilities, complex medical needs or challenging behaviours. The design, planning and even naming of the centre has been heavily informed by the views and experiences of children, young people and families.

To support the mental health and wellbeing of our children and young people during COVID, the Emotional Health Service launched our new online resource hub for professionals, families and young people to 'help families help themselves'. The resource hub contains links to online therapy providers such as Kooth, advice pages, information leaflets for young people, an online video library for parents with presentations on a range of topics from helping with sleep, supporting your child's anxiety to being ready to start primary school. We wanted to be proactive in providing support and advice to support emotional wellbeing. We also adapted other emotional health services in response to the pandemic. For example, we transformed our in person group for children experiencing anxiety and their parents into a parent only online group. The group for parents of anxious primary aged children is offered to parents whose children experience mild to moderate anxiety. It follows a Cognitive Behavioural Therapy (CBT) model, presenting the same content that would be experienced in individual CBT sessions, but with the added benefit of receiving support and being able to learn from parents in similar situations. Both research and the clinical experience of our team have shown that offering CBT via parents can often be as effective, if not more so than working individually with children. Since September 2020 the EHS have run 9 of these groups. 51 parents have attended. 90% of the children open to the EHS whose parents attended the group have been discharged following the end of this intervention. The outcomes of the group have been very positive.

We are committed to ensuring the education of those children and young people who are in our care is at the same level of their peers through our well-established and highly- performing Virtual School. During the year, we launched the Virtual College which aims to improve the experience of our older young people who are looked after or leaving care. More specifically, it focuses on creating clearer pathways for students from 16-25; to increasing the uptake of apprenticeships; to creating an Executive Board to disseminate awareness of the needs of care leavers across our universities, colleges and business arenas; and to reducing the incidence of children not in education employment and training (NEET).

As well as launching the Virtual College, we have also been working with 44 schools in collaboration with the Educational Psychology Service in all three of our boroughs to deliver the Attachment Aware Schools Award. The award aims to provide a framework of support and understanding for schools and other educational establishments within which children and young people who have experienced adversity, can heal, thrive, play, and learn. Our approach is based on research from Bath Spa University, the REES Centre and successful Attachment Aware Schools Award projects in other authorities. In addition we have been working with Kingston University and have established the 14 weeks Aspire Mentoring Programme which pairs Year 12 students in care with student mentors to help support with university aspirations, general mentoring and providing guidance with next steps.

It has been a positive year in terms of providing placements for our children in care. Our Independent Fostering Agency (IFA) has now been operating effectively for almost three years. Our fostering service offer, which was developed in partnership with foster carers while the IFA was being set up, continues to be well-received with feedback that the new offer is fairer and more transparent to carers. As a demonstration of the impact of the IFA, 2020-21 has been the most successful year yet in terms of attracting mainstream carers with 18 households joining across our boroughs.

Our new residential children's home in Teddington, called Hope House, opened in October 2020 following a successful registration process with Ofsted, and is now accommodating three young people. We worked with children and young people that we look after to develop the model of care. We have cultivated strong relationships with the immediate neighbours in the area so we can ensure that children and young people living there have the opportunity to play an active part in their local community. During 2021-22 we hope to establish a sister children's home in Kingston.

The creation of additional school places to meet rising demand continues to be a priority. Good progress has been made on several key school place projects in Kingston, including: the expansion of Burlington Junior School; a proposed six-form entry 11-16 Church of England secondary school; a proposed 90-place special school for children and young people with ASD; another satellite provision of Dysart Special School; and an ambitious proposal to create a 16-25 SEND campus with Orchard Hill College and Academy Trust. In Richmond, a 20-place specialist resource provision (SRP) will open at Hampton High in September 2021. A number of other key projects are also in the pipeline, which will further enhance the SEND Local Offer in the borough by substantially increasing the number of special school and SRP places. This includes the proposed 90-place special school for children and young people with Social Emotional and Mental Health needs. In Windsor and Maidenhead, we are currently working with two mainstream primary schools to open new specialist bases for pupils with Autistic Spectrum Disorder (ASD) in September 2021. The bases will enable 20 pupils with ASD to be educated locally in a mainstream setting and support the transition between primary and secondary school.

Despite the lockdown restrictions, our youth services, who celebrated National Youth Week in November 2020, provided invaluable support to over 5,000 young people to enable them to take part in positive activities. In response to the pandemic, we expanded our online engagement, for example, by creating our dedicated youth services instagram page, which now has 1,300 followers, and by launching our TikTok account on international women's day on 8 March 2021 with staff and young people sharing the women who inspire them. This resulted in 17 videos uploaded with over 3,500 views. We put a range of activities online including cook alongs, home fitness, gaming, issue based discussions, quizzes, scavenger hunts and online youth clubs. When restrictions allowed, we re-introduced in person activities using booking systems and ensured all venues were COVID secure. Our face to face socially distanced support was accessed by a number of young people who fed back that it had been extremely important in aiding their mental health. Our youth centres have also successfully bid for over £100,000 in grants which will be used to deliver more provision for our young people and renovate and improve our existing facilities.

As well as our universal youth offer, we have supported a number of young people engaged in risky behaviour or on the edge of care, including over 400 young people who are currently receiving support from our early help or social care services. In Windsor and Maidenhead, we ran the VALU project during the October half term for young people at risk of exclusion. VALU is a free fun, educational, diversionary project for young people aged 13 to 16 at risk of exploitation, which aims to promote self-value in young people. We also engaged with 63 young people through our Esteem project and maintained weekly contact with members throughout lockdown. The Esteem Project provides positive activities for young people who are at risk of social isolation. This may be due to many reasons including; low self-esteem, anxiety, depression, long term medical conditions (such as M.E), bullying or family circumstances.

Excellent workforce

Much of the focus on our workforce during 2020/21 has been in relation to COVID-19. In response to the pandemic we developed a Recovery Rainbow programme to transition our workforce and services through the various stages of restrictions. Resources, adaptations and support was introduced to protect and support our workforce to enable them to continue to deliver services safely. We have focused on open and transparent communication and we have regularly engaged with staff to ensure they feel informed and have sent out over 40 COVID-19 related communications from senior leaders during 2020-21.

All of our buildings were made COVID secure so that services could continue to be delivered safely to our children, young people and families on site when required. This involved establishing risk assessments and health and safety systems for over 70 buildings across our three boroughs so that both staff and families felt safe. Staff bubbles and rotas were put in place to enable staff to work safely and maintain workforce resilience when in the office. Personal Protective Equipment was made available for all staff who visit symptomatic children and young people and testing is now routine for those coming to the workplace.

Considerable effort has been paid to supporting our workforce to adapt to home working. During lockdowns we had over 1,000 staff members working outside the office. All staff are now equipped to work remotely when they need to and this investment in technology will support the organisation to continue working in an agile way.

Vaccinations have been made available to our health and social care staff and resources such as live sessions with GPs have been made available to support staff navigate their options. We have also recognised that some of our staff are more likely to be impacted by COVID-19 than others. Given the disproportionate impact of COVID-19 on staff who are from Black, Asian or Minority Ethnic backgrounds we have held regular drop in sessions for staff to discuss issues or concerns which are then fed back to senior leaders, as well as recently holding a question and answer session with a panel of experts for any staff members who have concerns about the COVID vaccine. The session, which was attended by over 40 people, allowed staff the opportunity to ask questions and be given the facts to enable them to make an informed decision about the vaccine. This work has been supported by the newly elected chair, Melody Chiramba, and Elise Kitson, vice-chair of the revitalised Equality and Diversity Forum. Melody and Elise were elected by over 200 of their colleagues to lead on equality and diversity activity with the aim of ensuring the organisation is inclusive and has a representative and diverse workforce.

We have had a strong focus on health and wellbeing over the past 12 months to support staff throughout the pandemic, and emotional and mental health resources have been developed to support staff through this challenging period. As part of this in November and December 2020, we celebrated Wellness at Work Week across the organisation. Staff were invited to attend a range of wellbeing workshops as part of our offer. This included advice about physical activity and healthy eating, combatting stress, mental health awareness, online exercise classes, and Time to Talk groups. Feedback from the week has been extremely positive.

During 2020/21 we carried out our 2020 Staff Survey which engaged 500 staff from across AfC. We are pleased that the survey demonstrated that our workforce feel supported in their roles, particularly given the challenging circumstances due to the pandemic. Overall, the survey demonstrated a high level of satisfaction amongst our workforce with more positive responses than in 2019 for 95% of the questions asked. Staff were particularly positive about management oversight in terms of team meetings and supervision; internal communication; and workplace safety during COVID-19. It is particularly pleasing that there was a 14% increase in the percentage of staff who would recommend Achieving for Children as place to work, to 78%. For those areas where responses were less positive, for example in relation to recruitment and retention, we are developing a detailed action plan which will be overseen by our Workforce Board.

As well as supporting our own workforce, we have provided support to many of our key partners during the pandemic. This has included supporting our owning councils to respond to the needs of the local community. We have provided staff to be part of the team undertaking wellbeing calls to vulnerable people in the community, and redeployed some of our school nursing team to support vaccination efforts. Our youth centres have also formed part of the community response to the pandemic. The Powerstation in Kingston was set up as a foodbank provision and in partnership with local organisations, helped to deliver over 8,000 meals to over a thousand families in Kingston.

We have also provided support and advice to our school colleagues to support them continue to educate children and young people whether in school or at home. In Kingston and Richmond, this has included the Pupil Support Service working with the Emotional Health Service (EHS) and Education Psychology Service (EPs) to plan and deliver 90-minute webinars for primary and secondary leaders to support them on their return to school. These webinars explained the DfE Wellbeing for Education Return package of training and resources intended to support education staff to promote children and young people, teachers and parents/carers' mental wellbeing and resilience, aiding mental health recovery in the light of COVID-19 and lockdown. During the second national lockdown, the Education Inclusion Support Service also offered a wide range of free support to several secondary schools. The aim of this was to support schools with a range of interventions for pupil engagement due to Social Emotional Mental Health or Special Educational Needs or Disabilities during the lockdown. This included supporting schools with attendance, re-engaging students who had not been accessing online learning, offering virtual sessions around wellbeing and resilience, 1:1 learning support onsite, doorstep welfare visits, year group team building activities, telephone support to pupils and families struggling with consistent remote learning and re-engaging pupils exhibiting severe anxiety with school work and guidance. Schools were extremely grateful and unanimously positive about this offer. Direct feedback from pupils indicated that the 1:1 pupil support, advisory teacher support and group intervention were really well received. Parents were also appreciative of support to their children.

In Windsor and Maidenhead, the Educational Psychology (EP) Team were responsible for the local rollout of the national 'Wellbeing for Education Return' DfE programme. The programme provided training and resources to schools to support staff, pupils and parents/carers with the impact of the pandemic on their mental health and well-being. It aims to prevent the onset of mental health problems, help pupils get the right support and includes tools and techniques that can be adapted for pupils, staff, parents and carers. The programme was delivered to 95% of schools across the region over a period of five weeks to 121 staff – including staff from nurseries and colleges – with nominated education leads from each setting attending two 1.5 hour twilight online training sessions. The high take-up was, in part, due to the fact that the team delivered the programme rather than external providers, because of existing strong relationships. The team also tailored sessions to specific educational phases, from Early Years to College, which also contributed to more staff attending.

As part of the programme all nominated education leads in schools were given a log-in to the SHaRON (Support Hope and Recovery Online Network) platform which allows users to communicate and share best practice and resources with other education providers in the local and regional area with a focus on wellbeing and mental health. One of the key benefits is that it is monitored by professionals, including a moderator from the Educational Psychology team which gives school representatives not only resources that they can use and an area to share knowledge with other schools, but also access to experts to ask questions, on mental health and particular student issues. This means that there are not only responses from other teachers, but also mental health professionals.

In addition, our Educational Psychologists in Windsor and Maidenhead delivered school staff wellbeing workshops to support schools who requested additional support for staff when returning to the classrooms. Using a solution-focused approach, we worked with staff to create bespoke School Staff Wellbeing Toolkits designed by and for the school staff to help them to build their resilience.

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. This year has been an exceptional year and AfC has worked closely with the councils to discuss and explain financial pressures and agree the correct balance between affordability and impact on services. During the last 12 months we have delivered £3m in savings and cost mitigations and as part of the owning councils' budget setting processes we have planned £6.4m of future efficiencies and cost mitigations in 2021/22. Our services continue to benchmark as average or low cost when compared to comparative boroughs and we continue to explore new ways of improving value for money.

Over the medium term we aim to improve our value for money and control costs by developing our procurement approach as well as by moving to a more mixed model of commissioned and directly delivered provision. The opening of Hope House Children's Home and the imminent opening of Rainbow House overnight short break care centre will assist in managing costs in the medium term and reduce reliance on the placement market where demand is far outstripping supply. In previous years we have also developed local supported accommodation for care leavers which is now yielding benefits as we have affordable options for supporting our older cohort of young people. This year we have also invested in the organisations commissioning and procurement capacity and expertise to support the achievement of competitive prices when we commission support and placements. In Windsor and Maidenhead this work has yielded over £0.7m in cost avoidance. In Richmond and Kingston the Director of Commissioning has also undertaken significant work to agree a new joint commissioning approach with the Clinical Commissioning Group which will enable us to work together to make best use of our joint resources.

Funding of SEND services has been a significant challenge in recent years across all three of our boroughs and in particular, in Kingston and Richmond. We have worked closely with our councils and the Department for Education this year to agree additional safety valve funding for the coming five years. The funding will be aligned to successful delivery of the SEND Futures Plans and will lead to a more sustainable financial footing for the delivery of SEND services moving forward. The agreement is a result of a concerted effort over recent years to get a fairer funding settlement from the Government. This effort has been led by our staff, Councillors, and Council staff along with support from both current and previous local MPs and the Leaders of both Richmond and Kingston Councils.

Achieving for Children's Medium term Financial Strategy is available on the following link.

Commercial success

During 2020/21 we have created a Business Development Strategy to sit alongside our Business Plan which will help us to ensure we take full advantage of any commercial opportunities that emerge. The strategy outlines our objective to further develop as a specialist children's services provider and commissioner over the next five years. It outlines a structured approach to identifying, evaluating and agreeing which opportunities are right for us and our owning councils. At the heart of the strategy is an ambition to improve the lives of children and young people by providing affordable and outstanding children's services support to the young people of Richmond, Kingston and Windsor & Maidenhead. Services may be extended to other organisations supporting children outside of our three boroughs where there are clear ethical, financial or developmental benefits.

The main focus of our commercial activity during the year has been in relation to digital technology. Within the organisation we have implemented audio recording which we regularly use to record in meetings instead of relying on a minute taker. It is estimated that this has realised £70,000 in cost avoidance during the year. Based on our expertise in this area, over the past 12 months we provided audio recording consultancy to four other Local Authorities to support them to implement audio recording assistive technology in meetings such as child protection conferences and looked after reviews.

As a result of our success with this consultancy, from November 2020 to March 2021 we were funded by the Department for Education to provide digital support to 22 other Local Authorities. Support ranged from helping with remote working practices to implementing digital culture change and bringing colleagues along with the digital journey. Feedback received has been positive.

In terms of direct support to our children and young people, we were successful in securing an extension to our Transition Hub project which will run until December 2021. We originally bid to the Youth Endowment Fund, for funding to set up Transition Hubs, in partnership with St Mary's University in Twickenham and Barnet Council. The Transition Hubs have, so far, supported 40 future students in care aged 11-14 years old, including unaccompanied asylum seeking children, to improve their long-term outcomes. The Hubs offer an evidence-informed and tailored programme of support to the student, their carer and the receiving school, prior to the student starting school. Each Transition Hub offers students: a six-week personalised programme of support, as well as weekly and monthly visits based on four stages of transition; a Learning Mentor who provides relational stability across the four transition stages; and a detailed assessment to allow for more targeted and effective provision. The Transition Hubs also offer training to schools and foster carers around the interconnectedness of child, family, school and community factors in supporting better outcomes for children in care.

We also received additional funding for 2020/21 from the Department for Education as part of the Partners in Practice programme to continue our innovative work supporting children experiencing domestic violence, substance misuse and parental mental health issues. The funding has enabled our Strengthening Families Plus service in Kingston and Richmond and our Troubled Families service in Windsor and Maidenhead to continue to work with our vulnerable families and help them to deliver sustainable change. We have reported quarterly to the Department for Education on the impact of our work and will carry out a detailed evaluation of our interventions which will be shared with other children's services so they can learn from our experiences.

Smarter working

The pandemic has given us reason to accelerate our activity to enable us to work smarter. In particular, we have rapidly progressed with some of our digital projects so that our business processes are more efficient, cost-effective and supportive to frontline practitioners so that they can spend as much time as possible working directly with children, young people and their families. This work has been driven by our Digital Team who have been awarded a Certificate of Excellence from the iESE Public Sector Transformation Awards in recognition of their work.

During the year, the team has supported 12 of our services to undertake a digital diagnostic to identify how they can utilise digital solutions. As a result of this, we have implemented a number of digital solutions across services in Achieving for Children including: an online invoice signatory system to improve administrative efficiency; and mobilising a digital petty cash system for payments for children and young people, which results in staff not having to be in the office to give payments out and young people not having to travel to pick the payment up. We have transferred most of our paper forms to online forms which saves postage costs and resources - forms are now easier to fill in for families and professionals resulting in quicker referrals and support. We have also implemented robotic process automation within the Single Point of Access so that information about a child or family does not have to be entered manually multiple times. We have transferred much of our communications and strategies to video format instead of asking colleagues and partners to read and digest lengthy documents, this has worked well for different types of learners and means shorter, more succinct messaging across the organisation. The impact of our work is demonstrated by our new online forms saving us around £12,000 in staff time and savings of £90,000 delivered through a reduction in printing.

COVID has given us the opportunity to be more digitally innovative. For example, we implemented QR codes within our buildings for staff that had to go in the office as a part of their critical role. This allows us to get statistics on office usage by staff which will be useful for estates planning in the future. We have also begun to use the Notify bulk email and text message system to enable us to inform families about our services in a more accessible and direct way. We have used the system to send 35,346 and 27,282 text messages to our families.

To support our staff to be more confident using the Google Suite we have held three drop in sessions which attracted around 240 attendees. Staff were given training about how to use the various applications and reported being more effective when working with Google following the sessions. To continue this work we will be introducing Digital Ambassadors across the organisation as a point of digital support and holding Google drop in sessions on a monthly basis.

Looking ahead, we have been developing our new Digital, Data and IT Strategy for 2021-23 and we are planning key projects for the future such as digitising Subject Access Request processes and making use of bulk email processes which allow us to group and save large amounts of emails in one place regarding a family's journey.

As well as implementing digital solutions, we are committed to work smarter by reducing our environmental impact. During 2020/21 we have developed an Achieving for Children Environmental Strategy. The strategy sets out our commitment to reducing our carbon footprint and to working with children and young people, particularly through our Youth Councils, to identify more ways that we can be environmentally aware. The draft strategy was shared with our staff, with officers from the owning councils and with the Youth Councils for feedback. It has now been finalised and a Task Force has been established to develop an action plan to take us forward.

3. 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 Senior Leadership Team and reported to the Audit and Risk Assurance Committee of the Board of Directors. Strategic risks are the direct responsibility of the Senior 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 by individual service managers and are regularly reported to service directors and captured in our risk register.

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 risks that are not related to financial instruments:

POTENTIAL RISK DESCRIPTION	IMPACT OF RISK IF IT MATERIALISED	RISK MITIGATION
Potential failure to comply with corporate statutory duties as	The organisation could be subject to fines and legal disputes and a lack of	The AfC Board has oversight of the organisation's corporate duties and periodically receives an updated Board Assurance Framework which identifies the

outlined by legislation and statutory reporting requirements	arrangements and controls could lead to a failure to safeguard staff, service users or AfCs corporate interests, financial position or infrastructure	responsibilities, arrangements in place and level of assurance that can be provided. The organisation maintains a detailed statutory duty register which is used as an operational tool to assess level of compliance and take associated action. AfC has employed suitably qualified staff to manage corporate operations and where there is inadequate expertise within the organisation this advice and guidance is accessed via contracts with the three councils who own AfC.
Potential failure to provide sufficient, appropriate and timely support to children and young people with SEND and their parents.	Children and young people with SEND do not receive a coherent service that meets their assessed needs leading to poor quality outcomes. The company fails to meet its statutory responsibilities to children with SEND leading to adverse Tribunal judgements and increased costs. There is a poor working relationship with local parents and reputational damage to the company.	The three councils all have an agreed DSG deficit management plan. These make up part of the larger SEND Futures Plan and have led to the establishment of plans to improve provision for children with SEND and support for those working with them. The plans are monitored by partnership groups in both operational areas. Performance snapshots include key performance indicators to give early warning if service quality and reliability starts to reduce. In Richmond and Kingston additional staffing resources have been agreed to manage the increased Post-16 demand for Education, Health and Care Plans. A dedicated Programme Director is employed to provide capacity to continue the SEND improvement work whilst continuing to deliver services. The SEN service is led and managed by suitably qualified staff for all three boroughs.
Potential failure to identify children and young people in need of help and protection, and a failure to provide the appropriate support to ensure these children are appropriately safeguarded.	Children and young people suffer neglect and abuse as a result of the company's actions or inactions. There is a failure to trust in the company's ability to protect and promote the welfare of children and young people. This may lead to significant reputational damage to the company. Additional management and financial resources are required to improve services.	Clear mechanisms are in place for reporting concerns about a child through the SPA/MASH which is staffed by experienced social workers and managers. A clear threshold framework is in place to guide decisions on the threshold for harm and significant harm. Social workers assess children's needs in a timely manner and ensure child protection processes are used where appropriate. Clear policies and operating procedures are in place and casework is appropriately recorded on an electronic case recording system. There is good supervision and management oversight of all casework. Social work caseloads.are manageable. Regular performance management and quality assurance mechanisms are in place to test the quality of threshold application, decision-making and interventions with families.
Potential failure to apply an appropriate threshold for bringing children into care; failure to ensure that effective multi-agency support and	Children and young people are brought into care unnecessarily. Permanency plans do not lead to safe, stable and appropriate long-term or permanent care placements. Care plans do	There are clear thresholds for bringing children into care with appropriate management oversight and approval. Permanency Planning Meetings are held to ensure timely decision-making about the permanency plans for children and young people. Social workers develop and implement clear care plans with appropriate

permanency is provided to children in care; and failure to ensure appropriate support plans are in place for children and young people leaving care.	not identify or provide the care, education and health support that children need to achieve good or better outcomes. There is a failure to trust in the company's ability to support children in care. This may lead to significant reputational damage to the company. Additional management and financial resources are required to improve services.	multi-agency involvement. Plans are reviewed regularly by an allocated Independent Reviewing Officer. Packages of support for children in care and young people leaving care are delivered in-house or commissioned based on a clear assessment of needs. Clear policies and operating procedures are in place and casework is appropriately recorded on an electronic case management system. There is good supervision and management oversight of all casework. Social work caseloads are manageable. Regular performance management and quality assurance mechanisms are in place to test the quality and impact of services for children in care and leaving care.
Failure to meet children's and young people's needs and/or identify children and young people in need of help and protection during the Covid-19 pandemic, and a failure to provide the appropriate support to ensure these children are appropriately safeguarded.	Children and young people's health and care needs are not met during COVID-19 causing them distress or harm. There is a failure to trust in the company's ability to meet children's health and care needs during COVID-19 and there could be significant reputational damage to the company. The impact of COVID-19 on management resources and availability leads to a significant pressure on business as usual operations.	AfC Gold Command Group led by the two Directors of Children's Services to plan business as usual, COVID-19 response and recovery. Guidance and policies in line with guidance from Public Health England, the Department for Health and Social Care and the Department for Education. Dedicated intranet section and weekly communications on procedures, policies and general developments. Clear protocol for the delivery of children's social care services during COVID-19 detailing critical tasks and services that will be delivered against the key elements of the Children's Act.
Risk that working relationships with key partner agencies deteriorate or fail completely.	Children, young people and families do not receive coherent and coordinated responses and services from all partner agencies which places them at additional risk of harm. Conflictual relationships lead to the inability to develop services in the best interests of families and do not enable the company to work in the most efficient and cost-effective way.	Partnership boards are in place for key service areas where multi-agency approaches are required with key agencies. This includes strategic partnerships, such as the Local Safeguarding Partnership, and operational partnerships, such as the Multi-Agency Safeguarding Hub (MASH) Board and the Multi-Agency Risk, Vulnerability and Exploitation (MARVE) Panel. There are regular officer meetings and communication with partners including schools and voluntary sector organisations.
Risk that the company is unable to operate within the contract price agreed with the Councils due to the non achievement of financial savings	Financial savings are not achieved and lead to increased budget pressures and the need to reduce employee and service budgets without effective planning and impact analysis.	A project management approach has been implemented to ensure clear financial planning is in place to deliver council-requested financial efficiencies. This includes early identification and engagement with partners. Regular monitoring and reporting is in place to assess financial performance against in year budgets. There is

required by the councils or due to increasing levels of demand.	Reductions in financial resources lead to service reductions and poor quality services leaving children and young people without effective support.	an escalation process to the Councils to unblock delays in decision-making. A risk and issue log is in place for all savings plans. Processes are in place with the Councils to agree all invest to save proposals. There is regular reporting and scrutiny of the financial position by council commissioners, AfC leadership team and the AfC Board.
Potential failure to adequately recruit and retain staff in key service areas such as social care and health. The workforce does not have the necessary competencies, skills and abilities to provide the support and services required by children and young people.	The company is unable to effectively support children, young people and families because it does not have a stable and motivated workforce. There is inconsistent service delivery due to high employee turnover. There is low employee morale due to higher caseloads for permanent workers. The company has higher staffing costs than planned due to the need to recruit additional locum workers. Children and young people do not receive the support or services they need in an effective and timely manner from skilled and competent practitioners, meaning that outcomes for them do not improve. The organisation is unable to develop new services and innovative ways of working and cannot respond to new business opportunities.	Advice on people management is provided through service level agreements with the Kingston and Sutton Shared HR Service and RBWM HR Service. The Workforce Development Board has oversight of all recruitment and retention issues for the company, and there is a task and finish group dedicated to recruitment and retention issues. Terms and conditions of employment, pay scales and discretionary HR policies have been revised to ensure Achieving for Children is an employer of choice. Learning and development pathways have been enhanced and development opportunities, such as the talent management programmes, have been established. A workforce development strategy is in place based on the current competencies of employees and their future needs. Implementation of the strategy and associated people management processes are overseen by the Workforce Board. Learning and development pathways are established and detailed CPD opportunities are managed by the workforce development service. A leadership academy and talent management programme are in place to aid employee retention. Following employee feedback, a much improved and detailed induction process for new recruits has been in place since April 2020. This will improve understanding of the organisation and offer peer support and new starter networks during probation periods. The business case for the new delivery model for Human Resources was agreed by the AfC Board in March 2021. The project will now commence to transition HR services into Achieving for Children and/or agree buyback services, with a go live date planned for April 2022.

The Covid 19 pandemic has necessitated a change in how services are delivered and how the organisation operates. AfC has successfully focused on the continued delivery of critical services since the start of the Covid 19 emergency and associated restrictions. The following table summarises the top five Covid 19 related risks and how the organisation has adapted to manage these risks:

RISK	MITIGATION
Risk of failure to safeguard children	Services continue to operate and support children and young people. Regular risk assessments are undertaken for all children to assess what level of support is needed. The risk framework and threshold for visits is being regularly reviewed by the social care and health leaders. Thresholds to access services remain aligned with pre Covid policy even though the method of delivery may have changed.
Risk of failure to protect staff wellbeing	Increased homeworking has been introduced and AfC places of work have been made Covid Secure. Where staff undertake work with young people appropriate guidance and equipment has been made available. All staff have a detailed risk assessment and when onsite social distancing and increased hygiene arrangements are in place. Twice weekly lateral flow tests are available as well as Covid vaccines for frontline staff. Wellbeing resources and support have been developed and AfC buys in a specialist 24 hour staff counselling / support service.
Risk that we are unable to deliver core services due to high levels of staff absence	New processes were introduced in 2020/21 to reduce the risk of staff becoming ill including homeworking arrangements, flexible working and risk assessing contact with families. Where teams can not undertake their role remotely, staff have been grouped into bubbles to safeguard team resilience. The workforce development team have collated a register of staff skills and qualifications to ensure that where needed staff can be re-deployed to support critical service continuity. The workforce team continues to monitor sickness levels to identify areas of concern early.
Risk that business as usual statutory duties are not met (e.g. admissions, statutory data returns etc)	All critical activities were mapped and built into team business continuity plans. These are reviewed periodically. Arrangements have been made to ensure that duties are not reliant on any one individual staff member and that technology facilitates remote working. Resource planning is being undertaken at a head of service level with significant concerns escalated through the appropriate leadership team member.
Risk that the financial cost of Covid 19 is not identified / affordable for the commissioning councils Risk that main suppliers do not survive the pandemic and so normal delivery can not resume when lockdown measures are lifted.	Detailed monitoring has been undertaken on the financial impact of Covid 19 with monthly impact reports submitted to each council. AfC continues to follow the Cabinet Office procurement guidance for 'At Risk' suppliers. The impact on savings plans was carefully monitored by the relevant leadership team and progress reported through contract monitoring arrangements. The relevant DCS is working closely with the councils to agree how to progress projects for 2021/22 where there may be issues with delivery or sensitivities due to the pandemic.

4. 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 £166 million in 2020/21 (£156m in 2019/20) which represents 91% (91% in 2019/20) of total income (on a management accounts rather than financial accounts basis).

Management Accounts Position

The Company has spent £182 million (£171 million in 2019/20) in the delivery of services. Needs led 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 all requests for contract price change controls during the year. The increased contract funding relates to Social Care staff and placements, SEN Transport, SEN legal costs, Covid 19 specific costs and high needs education services (funded by the ringfenced Dedicated Schools Grant) as follows:

	General Fund	Covid-19	Dedicated Schools Grant Fund	Total
	£000	**£000**	**£000**	**£000**
Richmond Contract	1,292	1,220	3,381	**5,893**
Kingston Contract	(160)	1,028	5,758	**6,626**
Windsor and Maidenhead Contract	1,602	468	1,320	**3,390**
Total	**2,734**	**2,716**	**10,459**	**15,909**

The final outturn after change controls was as follows:

	Expenditure	Income	Overspend/(underspend) after EOY change controls
	£000	**£000**	**£000**
Operational Strategic Management	1,811	1,780	31
Social Care and Early Help	69,232	68,929	303
Special Educational Needs and Children with Disabilities	81,694	81,877	(183)
Education	7,084	7,183	(99)
Public Health	1,591	1,726	(135)
Business Services	20,016	19,931	85
Partners in Practice	1,064	1,064	0
Total	**182,492**	**182,490**	**2**

Financial Statements

For the reporting period the Company made a trading loss of £5.017m (2019/20 loss £10.151m) and reported a total comprehensive expense of £40.210m (2019/20 income £2.099m) which is attributable to its parent Councils in accordance with their share of ownership (Richmond 40%, Kingston 40%, Windsor & Maidenhead 20%). The loss comprises:

	2020/21 £000	2019/20 £000
Trading Profit / (loss)	(5,017)	(10,151)
Other comprehensive income/expense (re-measure of net defined benefit liability)	(35,193)	12,250
Total comprehensive (expense)/income	**(40,210)**	**2,099**

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 expense of £35.193 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 £90.797 million (£50.765 million at 31 March 2020). The significant increase is predominantly due to the combination of a lower discount rate, higher CPI/pension increases and an increase in longevity for current and future pensioners. 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 2021 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 31 March 2019 and has resulted in an increase in employer contribution rates from 16% to 19% (effective April 2020).

The Company holds assets totalling £60.343 million at 31 March 2021 (£58.051 million at 31 March 2020). 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 new accounting requirements 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. 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 2021/22 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 Senior 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. An increase to the employers contribution rate from 16% to 19% was applied and funded from 1 April 2020 following the most recent triennial valuation. The increased cost is fully funded under the contracts with the Councils. 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 2024 in Windsor and Maidenhead.

The Covid 19 pandemic has not changed the overall going concern assessment. The need for children's and social care services is expected to rise as a result of the Covid 19 emergency and so if anything there will be more demand for services delivered by AfC. The contracts with the three owning councils represent over 91% 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. Covid 19 specific costs incurred in the 2020/21 financial year have been recognised as part of expenditure.

5. Looking Forward

During 2020-21 we refreshed our business plan for 2020-24 - Achieving more for Children - which 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.

The priorities in our business 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 produced by the councils in their Joint Strategic Needs Assessments to better understand local needs, alongside more qualitative feedback about the effectiveness and impact of our services.

To make sense of all of this information we held a Big Conversation which involved a series of listening events with children, young people, parents, carers, partner organisations in the statutory and voluntary sectors, the councils and our own employees. These conversations enabled us to hear about those issues that are most pressing and that should be our highest priority, as well as identifying creative solutions and potential areas for innovation. The Big Conversations also enabled us to ensure that our plan is aligned with the strategic priorities of our owning councils in their corporate plans and with our strategic partners, including the local health and care plans developed by the clinical commissioning groups.

Our focus over the coming years will be on continuing the delivery of safe and high quality services for children, young people and families all in the context of the pandemic. 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.

Based on our vision and ambitions, we have identified six strategic priorities for our business plan for the next four years.

Strategic priority	**What we will achieve for children and young people?**	**Why is this important?**
Stronger families	We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high-quality and will protect and promote the wellbeing of children and young people by promoting family resilience. We will work collaboratively with our key partners to ensure we are able to realise the benefits of joint working to support our children, young people and families.	*"Ensuring children and young people are safe from harm is our core business. We want to build resilience in our families and communities so that they are better able to help, support and protect children without the need for statutory intervention. As part of this we want to ensure our relationships with key partners are strong and that our families really benefit from collaboration and joined- up working".*
Positive futures	We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their	*"It is crucial that we provide the right support at the right time, this will enable us to help children and young people to develop their independence and prepare for adulthood. Putting in place local provision means children and young people can stay close to their*

	families and friends, achieve well, and develop their skills for independence.	*families and essential support networks and they can benefit from our integrated services giving them the best chance for a positive future".*
Excellent workforce	Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people; we will invest in the recruitment, retention and development of our workforce and reward their achievements.	*"Feedback from children, young people and families always emphasises the importance of a consistent, skilled and motivated workforce. We want to make AfC a place where people want to come and work and a company that they are proud to tell their family and friends that they work for."*
Financial stability	The services we deliver will provide excellent value for money and we are trusted by our commissioning Councils to deliver the best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.	*"Given the financial context, both 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."*
Commercial success	We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.	*"Greater commercial success will enable us to generate a profit to reinvest in our services thereby benefiting the children and young people that we support."*
Smarter working	Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and their families to improve outcomes for them.	*"Better business processes, and effective use of new digital technologies, will allow our workforce to reduce the amount of time they spend on unnecessary paperwork and bureaucracy, freeing them up to spend more time with the children, young people and families we support."*

Signed on behalf of the Board:

Siân Wicks
Chair of the AfC Board of Directors

DIRECTORS' REPORT

6. Our governance arrangements

6.1 Achieving for Children as a Company

We deliver education and children's services to children and families in Kingston and Richmond upon Thames and the Royal Borough of Windsor and Maidenhead. Our services fall into six areas shown in the diagram below. Taken together, these services describe how we will deliver our ambition to ensure that all children and young people live safe, happy and successful lives.

Early Help • Childcare • Early years education • Children's centres • Family support • Targeted youth support • School attendance • Education welfare • Youth services • Substance misuse services • Health visiting • School nursing	**Social Care** • Statutory assessments and care planning • Services for looked-after children • Services for care leavers • Fostering • Adoption • Placement commissioning and procurement
Education • School place planning • School admissions • Student services • School improvement • School leadership development • Alternative education provision • Governor support • Apprenticeships and access to employment • School nurses (in Windsor and Maidenhead)	**Special Educational Needs, Disabilities and Health Services** • Educational psychology • Special educational needs • Integrated services for children with disabilities • Emotional health and wellbeing
Business Services • Risk management and business continuity planning • Safety and premises management • ICT and business systems • Information Governance • Business intelligence and improvement • Strategy, policy and transformation • Workforce development and Human Resources • Marketing, communications and business development • Financial planning and monitoring • Accountancy services • Schools' finance	

Our workforce

As at 31 March 2021, Achieving for Children has 1,261 employees (equating to 1,068 actual full time equivalent employees and 1,171 budgeted full time equivalent employees), excluding casual and 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 also committed to the recruitment, training, development and promotion of people with disabilities.

Please note that the following information covers a snapshot of workforce data as at 31st March 2021. Figures include all permanent and temporary staff but excludes casuals and 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).

- 82% of our employees are female.
- 19% of our employees are from a Black, Asian or Minority Ethnic (BAME) background.
- 5% of our employees reported that they had a disability, the same percentage as the previous year.
- The largest faith group within our workforce is Christian at 54%. Employees with no faith or religion or who did not declare their religion account for 37% of the workforce.
- The majority of employees are aged between 30 and 50: 25.5% are aged 50 to 59; 25.1% are aged 30 to 39); 22.6% are aged 40 to 49; 15.5% are aged 20 to 29; 10.1% are aged 60 and over; and 1.4% are aged 16 to 19.
- 49% of our employees are married or in a civil partnership; 26% are single; and of the data we hold, 6% have a partner.
- Of the data we hold, over 4% of our employees are gay, lesbian, bi-sexual or other.

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 a weekly e-news bulletin to all employees, regular video blogs by the Directors of Children's Services and 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. There is an annual leadership conference 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. An Equalities Steering Group was established at the end of 2020 which is open to all staff and various network meetings are available which relate to specific topics.

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. Due to the continuing impact of the Coronavirus (COVID-19) pandemic, the Equality and Human Rights Commission (EHRC) have announced that employers will have an additional six months after the current deadline to report their gender pay gap information (by October 2021).
https://www.gov.uk/guidance/gender-pay-gap-reporting-changes-to-enforcement

The 2020-21 data will be made available on the AfC website when it becomes available and the following paragraphs summarise key 2019-20 findings.

- 81.3% of our workforce are women;
- 80.0% of the top quartile of earners are women;
- The average hourly pay for women is 2.1% lower than for men; and
- The median hourly pay for women is 2.3% lower than for men.

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 women. We will seek to achieve this by:

- Refining and developing our recruitment processes.
- Championing our talent and leadership programmes.
- Reviewing and developing our learning and development offer.
- Growing and promoting our mentoring and coaching offer.
- Supporting women to remain in work through flexible working arrangements.

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.

Our commitment to partnership working is evident in the way in which we engage with children and young people. We know that children and young people are best supported if they are able to shape and determine the services they and their families receive. To support this, during 2020-21 we have launched our new participation strategy in Kingston and Richmond which strengthens the leadership and the oversight of the engagement function within Achieving for Children. The new strategy aligns with the approach taken in Windsor and Maidenhead, and is built upon the same principles of openness and transparency. Looking ahead, when the two strategies are due to be reviewed, we will aim to bring them together to ensure an even more consistent and streamlined approach to engaging our children, young people and families.

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 for the period 1 April 2020 to 31 March 2021	**CO2e**
Scope 1 emissions in metric tonnes CO2e There is no data to report under scope 1	0
Scope 2 emissions in metric tonnes CO2e	
Business travel in passenger vehicles - SEND Transport Taxis	713
Business travel in employee owned vehicles	45
Scope 3 emissions in metric tonnes CO2e	
Electricity consumed within the buildings which AfC occupy that is purchased and controlled by our owning Councils. AfC are recharged based on usage. (see note 1)	1,001
SEND Transport Fleet	134

Zipcar contract	14
Total gross emissions in metric tonnes CO2e	**1,907**
Intensity ratio Tonnes CO2e per employee	**1:1.79**

Note 1: *AfC provides services from 70 buildings across 3 local authorities. All buildings are Council owned and the utilities are managed by the owning Councils (our landlord). AfC have different lease agreements per building and 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 electricity used for the whole company based on buildings where we know the electricity 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.
https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

Measures taken to improve energy efficiency
Achieving for Children is developing its own Environment Strategy which is due to be published May 2021. The aim of the strategy is to highlight areas where Achieving for Children can reduce its carbon footprint and improve reporting mechanisms to demonstrate impact.

The covid-19 pandemic has provided an opportunity to look at how we can deliver services more flexibly, enabling staff to work from home more frequently. This will allow AfC to reduce its building and office space and in turn reduce the requirement for high consumptions of electricity, gas and water.

By enabling a more virtual workforce, we hope to reduce travel to and from the workplace as well as between sites. 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. Travel through means such as cycling or by public transport are encouraged where possible. 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.

AfC's digital board will be an integral part of AfC's Environment Strategy to look at 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.

AfC is responsible for delivering a transport service for children with special educational needs and disabilities, to and from their education provider. 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.

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 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 Business 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
2 x Executive Directors
6 x Council Appointed Directors (max 2 x per member)
3 x Non-Executive Independent Directors (6 until 3rd March 2020)
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 2020/21 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	-
Liz Bruce	12/06/2017	-
Matt Maher	22/06/2020	07/05/2021
Charlotte Rohan	01/04/2019	-
Non Executive Independent Directors		
Jane Spencer	01/04/2016	31/03/2021-
Catherine Jervis	11/09/2017	-
Sian Wicks	11/09/2017	-

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 2020/21 as follows:

BOARD OF DIRECTORS	AUDIT AND RISK COMMITTEE
5 May 2020	15 June 2020
23 June 2020	5 November 2020
25 August 2020	10 March 2021
13 October 2020	
15 December 2020	
2 March 2021	
22 March 2021	

The following table shows the attendance at meetings in 2020/21:

	ATTENDANCE AT	ATTENDANCE AT AUDIT	MEMBERSHIP OF BOARD (IN

DIRECTOR	BOARD OF DIRECTORS		AND RISK COMMITTEE		YEAR)	
	POTENTIAL	ACTUAL	POTENTIAL	ACTUAL	From	To
Jane Spencer*	7	7	3	3	01/04/2020	31/03/2021
Catherine Jervis	7	6	3	3	01/04/2020	31/03/2021
Sian Wicks	7	7	3	2	01/04/2020	31/03/2021
Lucy Kourpas	7	7	3	3	01/01/2020	31/03/2021
Kevin McDaniel	7	6	3	1	01/04/2020	31/03/2021
Nikki Craig	7	5	3	3	01/04/2020	31/03/2021
Liz Bruce	7	5	3	2	01/04/2020	31/03/2021
Charlotte Rohan	7	7	3	2	01/04/2020	31/03/2021
Matt Maher**	5	5	2	2	22/06/2020	31/03/2021

* Jane Spencer's term as an independent director ended on 31st March 2021

** Matt Maher resigned effective of 7th May 2021 as he left the employ of London Borough of Richmond

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, and their remuneration agreed, 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.

The remuneration for Directors of the Company is set out below:

	SALARY	NATIONAL INSURANCE	PENSION BENEFITS	OTHER EXPENSES	TOTAL
	£	£	£	£	£

David Archibald	NEID	**2020/21**	**0**	**0**	**0**	**0**	**0**
		1 Apr 19 - 31 Jan 20	9,653	1,034	0	0	10,687
Jane Spencer	NEID	**2020/21**	**8,396**	**820**	**0**	**0**	**9,216**
		2019/20	6,089	443	0	0	6,532
Catherine Jervis	NEID	**2020/21**	**8,735**	**933**	**1,806**	**0**	**11,474**
		2019/20	9,960	556	990	0	11,506
Sian Wicks	NEID	**2020/21**	**25,703**	**3,478**	**5,324**	**0**	**34,506**
		2019/20	4,055	696	1,267	0	6,018
Nina Hingorani-Crain	NEID	**2020/21**	**0**	**0**	**0**	**0**	**0**
		1 Apr 19 - 3 Mar 20	7,723	587	0	0	8,310
Chris Symons	NEID	**2020/21**	**0**	**0**	**0**	**0**	**0**
		1 Apr 19 - 1 Mar 20	3,119	242	0	0	3,361
Ian Dodds	Exec Director	**2020/21**	**0**	**0**	**0**	**0**	**0**
		1 Apr 19 - 31 Jan 20	114,862	14,805	18,627	0	148,294
Lucy Kourpas	Exec Director	**2020/21**	**123,331**	**15,470**	**23,351**	**0**	**162,152**
		1 Jan 19 - 31 Mar 20	25,745	3,255	4,119	0	33,119
TOTAL		**2020/21**	**166,165**	**19,882**	**31,301**	**0**	**217,347**
		2019/20	**181,204**	**21,619**	**25,003**	**0**	**227,826**

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 2020/21 Company Extended Leadership Team membership. Officers with the word 'Director' in their title 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	-
	Director of Finance and Resources (Business Services - all contracts)	October 2016	January 2020
Ian Dodds	Director of Children's Services (Richmond and Kingston contract)	January 2020	
	Managing Director (all contracts)	August 2018	December 2019
Kevin McDaniel	Director of Children's Services (Windsor and Maidenhead contract)	August 2017	-
James Thomas	Interim Director of Children's Services (Richmond contract)	January 2019	December 2019
Pauline Maddison	Interim Director of Children's Services (Kingston contract)	November 2018	December 2019
Alison Twynam	Director of Social Care (Richmond and Kingston contract)	April 2014	-
Lin Ferguson	Director of Social Care (Windsor and Maidenhead contract)	August 2017	-
Alison Crossick	Principal Educational Psychologist (Windsor and Maidenhead contract)	August 2017	November 2020
Charis Penfold	Director of Education Services (Richmond and Kingston contract)	April 2014	-
Jessica Thom	Director of Commissioning (all contracts)	March 2020	-

The remuneration of each member of the Extended Company Senior Leadership Team in 2020/21 was:

	SALARY	**NATIONAL INSURANCE**	**PENSION BENEFITS**	**OTHER EXPENSES**	**AGENCY**	**TOTAL**
	£	**£**	**£**	**£**	**£**	**£**

Kevin McDaniel	**2020/21**	**114,000**	**14,520**	**17,214**	**0**	**0**	**145,734**
	2019/20	114,000	14,546	16,302	202	0	145,050
Pauline Maddison	**2020/21**	**0**	**0**	**0**	**0**	**0**	**0**
	2019/20 (1 April - 30 Dec 19)	0	0	0	0	173,393	173,393
James Thomas	**2020/21**	**0**	**0**	**0**	**0**	**0**	**0**
	2019/20 (1 April - 30 Dec 19)	0	0	0	0	190,995	190,995
Ian Dodds	**2020/21**	**145,000**	**18,798**	**35,380**	**0**	**0**	**199,178**
	2019/20	139,027	17,942	22,977	0	0	179,946
Alison Twynam	**2020/21**	**114,650**	**14,610**	**27,975**	**99**	**0**	**157,334**
	2019/20	114,650	14,631	20,637	327	0	150,245
Lin Ferguson	**2020/21**	**103,267**	**13,039**	**15,590**	**0**	**0**	**131,896**
	2019/20	99,858	12,633	14,279	135	0	126,905
Charis Penfold	**2020/21**	**108,212**	**13,554**	**20,560**	**215**	**0**	**142,541**
	2019/20	105,315	13,342	16,850	1,229	0	136,736
Clive Haines	**2020/21**	**70,442**	**8,408**	**13,384**	**282**	**0**	**92,516**
	2019/20	0	0	0	0	0	0
Alison Crossick	**2020/21**	**28,031**	**3,060**	**5,326**	**0**	**0**	**36,417**
	2019/20	79,416	9,672	12,707	0	0	101,795
Lucy Kourpas	**2020/21**	**123,331**	**15,470**	**23,351**		**0**	**162,152**
	2019/20	102,978	13,020	16,476	0	0	132,474
Deborah Glassbrook	**2020/21**	**0**	**0**	**0**	**0**	**0**	**0**
	2019/20 (Apr - Nov 19)	64,359	8,088	10,297	1,673	0	84,417
Jessica Thom	**2020/21**	**100,992**	**12,569**	**0**	**0**	**0**	**113,561**
	2019/20 (Mar 20)	7,927	995	1,268	0	0	10,190

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 2021 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 Statement

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 International Accounting Standards. 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 27 and the Directors' Report, contained in pages 28 to 41, 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 Grant Thornton 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 Grant Thornton UK LLP are aware of that information.

Signed on behalf of the Board:

Siân Wicks
Chair of the AfC Board of Directors
30th July 2021

Introduction to the Financial Accounts and Audit Fees

These accounts have been compiled in line with International Financial Reporting Standards (IFRSs) and cover the period from 1 April 2020 to 31 March 2021. The accounts have been audited by Grant Thornton UK LLP. For transparency purposes the following table details the fees payable to Grant Thornton.

Description	2020/21 £000	2019/20 £000
Annual audit fee	55	40
Total estimated fees payable to the auditor for the audit of the Company's annual accounts	**55**	**40**
Certification of Teachers Pension Returns	5	4
Total fees payable to the auditor for other services	**5**	**4**

Grant Thornton 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 2021 is set out on the following page.

Grant Thornton

Independent auditor's report to the members of Achieving for Children Community Interest Company

Opinion

We have audited the financial statements of Achieving for Children Community Interest Company (the 'company') for the year ended 31 March 2021, 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 a summary of 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 2021 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; and
- 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

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the entity's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19. We assessed and challenged the reasonableness of estimates made by directors and the related disclosures and analysed how those risks might affect the entity's financial resources or ability to continue operations over the going concern period.

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.

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.

The responsibilities of the directors with respect to going concern are described in the 'Responsibilities of directors for the financial statements' section of this report.

Other information

The directors are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the 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.

Matter on which we are required to report under the Companies Act 2006

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.

Matters on which we are required to report by exception

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, 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 for the financial statements

As explained more fully in the directors' responsibilities statement set out on pages 40 and 41, 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.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

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 that are applicable to the company and industry in which they operate through our general, commercial and sector experience, discussions with management and inspection of board minutes. We determined that the following laws and regulations were most significant: international financial reporting standards in conformity with the requirements of the Companies Act 2006, Companies Act 2006 and Community Interest Company Regulations.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:
    - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
    - identifying and testing journal entries, in particular, journal entries with characteristics that meet certain criteria assessed as higher risk; and
    - assessing the extent of compliance with the relevant laws and regulations that are of significance as part of our audit procedures.
- The assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
    - understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation;

    - knowledge of the industry in which the client operates; and
    - understanding of the legal and regulatory requirements specific to the company, including the provisions of the applicable legislation.
- The engagement team's communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition due to manipulation of revenues earned outside of contract income.
- In assessing the potential risks of material misstatement, we obtained an understanding of:
    - The company's operations, including the nature of its revenue sources and of its objectives and strategies, to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement; and
    - The company's control environment including:
        - management's knowledge of the relevant laws and regulations and how the company is complying with those laws and regulations;
        - the adequacy of procedures for authorisation of transactions;
        - procedures to ensure that possible breaches of law and regulations are appropriately resolved.

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.

William McMullan BA FCA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London

achieving for children

COMMUNITY INTEREST COMPANY

STATEMENT OF ACCOUNTS

1st April 2020 – 31st MARCH 2021

Audited May 2021

http://www.achievingforchildren.org.uk/

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THE CORE FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 MARCH 2021

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

	Note ref	Trading 2020/21 Before Exceptional Item £000	Exceptional Item Covid-19 £000	Trading 2020/21 After Exceptional Item £000	Trading 2019/20 £000
Revenue	7	171,050	2,032	173,082	**161,660**
Other income	7	8,126	(104)	8,022	**8,582**
Employee benefits	5	(55,012)	(128)	(55,140)	**(54,313)**
Depreciation	10	(3,408)	0	(3,408)	**(3,293)**
Other expenses	8	(124,258)	(1,801)	(126,059)	**(120,946)**
Operating Profit / (Loss)		**(3,502)**	**0**	**(3,502)**	**(8,309)**
Finance income	18	1	0	1	13
Finance costs	18	(1,516)	0	(1,516)	(1,852)
Profit / (Loss) before tax		**(5,017)**	**0**	**(5,017)**	**(10,149)**
Tax expense	19	0	**0**	0	**(2)**
Profit / (Loss) from continuing operations		**(5,017)**	**0**	**(5,017)**	**(10,151)**
Other comprehensive income:					
Items that will not be reclassified subsequently to profit or loss		0	0	0	0
- Re-measurement of net defined benefit liability	5	(35,193)	0	(35,193)	12,250
Items that will be reclassified subsequently to profit of loss		0	0	0	0
Other comprehensive income for the period net of tax		**(35,193)**	**0**	**(35,193)**	**12,250**
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE YEAR		**(40,210)**	**0**	**(40,210)**	**2,099**
Loss for the year attributable to parent companies:					
LB Richmond upon Thames (40%)		**(16,084)**	**0**	**(16,084)**	**840**
RB Kingston upon Thames (40%)		**(16,084)**	**0**	**(16,084)**	**840**
RB Windsor and Maidenhead (20%)		**(8,042)**	**0**	**(8,042)**	**420**
Total		**(40,210)**	**0**	**(40,210)**	**2,099**

STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD ENDED 31 MARCH 2021

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 net worth or equity is currently showing as a significant negative balance. The opening balance at 1 April 2019 was adjusted for the mandatory adoption of IFRS 16 (Leases).

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 is reporting a significant pension deficit on the Statement of Financial Position. This deficit represents the shortfall in money set aside to pay for pension rights earned to date. This money 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 2019		**(12,363)**	**(42,239)**	**(54,602)**
IFRS 16 - modified lease adjustment	4		(338)	(338)
Profit/(Loss) for the year	SCI		(10,151)	(10,151)
Other Comprehensive Income				
- Re-measurement of net defined benefit liability	5	12,250		12,250
Total comprehensive income for the year		12,250	(10,489)	1,761
Balance at 31 March 2020		**(113)**	**(52,728)**	**(52,841)**
Profit/(Loss) for the year	SCI		(5,017)	(5,017)
Other Comprehensive Income				
- Re-measurement of net defined benefit liability	5	(35,193)		(35,193)
Total comprehensive income for the year		(35,193)	(5,017)	(40,210)
Balance at 31 March 2021		**(35,306)**	**(57,745)**	**(93,051)**

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

There were no non-controlling entities for the 2019/20 and 2020/21 periods.

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 liability 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.

Retained Earnings – This represents the net cumulative carrying amount of the Profit / (Loss) from continuing operations. The opening balance of the retained earnings was adjusted in 2019/20 for the modified retrospective adoption of IFRS 16 'Leases'.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2021

The Statement of Financial Position or Balance Sheet shows the net worth 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 2021 £000	31 March 2020 £000
ASSETS			
Property, Plant and Equipment	10	14,163	14,640
Payment in Advance		28	30
Non Current Assets		**14,191**	**14,670**
Trade and Other Receivables	13	36,721	36,251
Cash and Cash Equivalents	14	9,431	7,130
Current Assets		**46,152**	**43,382**
TOTAL ASSETS		**60,343**	**58,051**
EQUITY AND LIABILITIES			
Equity		**(93,051)**	**(52,841)**
Long Term Finance Lease Liabilities	11	11,163	11,780
Pension and other employee obligations	5	90,796	50,765
Non-current liabilities		**101,960**	**62,545**
Short Term Finance Lease Liabilities	11	3,140	2,932
Borrowings	17	34,400	31,400
Trade and other payables	15	13,885	14,005
Provisions	16	10	10
Current liabilities		**51,435**	**48,347**
Total Liabilities		**153,395**	**110,892**
TOTAL EQUITY AND LIABILITIES		**60,343**	**58,051**

Siân Wicks, Chair of the AfC Board

30th July 2021

STATEMENT OF CASHFLOWS FOR THE PERIOD ENDING 31 MARCH 2021

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	2020/21 £000	2019/20 £000
Operating Activities			
Loss before tax	CIS	(5,017)	(10,151)
Non cash flow adjustments	20	11,586	15,136
Contributions to defined benefit plans	5	(6,496)	(5,057)
Net changes in working capital	20	(587)	(3,153)
Net cash from operating activities		**(514)**	**(3,225)**
Investing Activities			
Net cash used in investing activities	10	(185)	(50)
Financing Activities			
Proceeds from borrowings		26,500	25,000
Repayment of borrowings		(23,500)	(17,000)
Net cash from / used in financing activities		**3,000**	**8,000**
Net movement in cash and cash equivalents		**2,301**	**4,725**
Cash and cash equivalents at the beginning of the year	14	7,130	2,405
Cash and cash equivalents at the end of the year		**9,431**	**7,130**

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 sixth year of trading and covers the period from 1st April 2020 to 31st March 2021.

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 2020/21.

This Statement of Accounts has been prepared in accordance with 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.

A new requirement, IFRS 16 leases, has been adopted since 1 April 2019. The application of this new standard led to the 'writing on' of £14.4m in 'right of use' assets and £14.7m of related liabilities as at 31 March 2020. This increased the assets and liabilities on the Balance Sheet by a net £0.3m (liability) due to the profile of principal and interest payments over the lifetime of the leases. This reduced the amount of lease rental payments recognised through the Statement of Comprehensive Income. The majority of right of use assets relate to properties that AfC leases from its three commissioning councils, vehicles and miscellaneous ICT equipment and software. These lease terms have been reviewed for the 2021/22 accounts to ensure the latest set of accounts reflects the most up to date valuations of the assets and liabilities.

In preparing this Statement the Company has considered the continuing impact from exiting the European Union (BREXIT). No material financial impact has occurred to date, however, the organisation may be affected by future changes to the law, including those relating to education and children's services, employment, procurement regulations and statutory reporting. In addition, changes in the cost of goods and services due to changes in the cost of import or changes to exchange rates could impact on the cost of running services and require negotiations with Commissioners with regard to future contract prices.

The Company has also considered the impact of Covid 19 on the organisation's going concern assessment and has taken steps to ensure that all material impacts are reflected in these accounts. There has been a significant impact within the Social Care service areas on both placement demand and staffing pressures, as well as on income generation. AfC has agreed higher contract prices with all three councils to reflect these additional financial costs incurred in the delivery of borough based services and both the additional income and expenditure is reflected in these accounts. The largest impact has been on the pension fund, where there has been volatility on the valuation where the economic fluctuations and uncertainty caused by the pandemic have influenced the value of pension scheme assets and the net liability. The pension liability reflects the most up to date actuarial valuation of the pension fund assets and liabilities as at 31st March 2021. The organisation has assessed that the pandemic does not compromise the organisation as a going concern as it is likely to lead to an increase in demand for services and the organisation has been able to adapt service delivery models to ensure continuity of service. The contracts with the councils, which make up over 91% of income, will continue and additional funding for Covid 19 specific activity was agreed with each council during 2020/21. The impact of Covid-19 on next financial year will continue to be monitored closely and reported to the respective councils throughout 2021/22.

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 revised 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 92.

  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.

  The value (on an IAS19 basis) of the net liability associated with staff transferring in from the RB Windsor and Maidenhead has been estimated at a mid-point between the two actuarial estimates that are available at the time of producing these accounts. The amount has been recognised through the Comprehensive Income and Expenditure Account. The Council's pension teams are currently in negotiation about the exact value of the transfer and therefore the mid-point is the most materially correct value to recognise given the information known at the time of producing these accounts.

- **Recognition of Lease Assets**
  For any new contracts entered into on or after 1 April 2019, 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'. 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 Balance Sheet. Leases are not recognised where they are for less than 12 months and where they have a total lifetime value 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 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 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 2019 and an increased employer contribution rate (16% to 19%) was applied from 1st April 2020. 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 recognised 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. This has resulted in the significant recognition of these properties as 'right of use' assets and liabilities in the company Balance Sheet and has led to a reduction in lease payments recognised through the Comprehensive Income Statement.

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. 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:
The 2020/21 financial year was significantly impacted by the Covid-19 pandemic. Throughout the year the pandemic placed cost pressures on placement and support packages for children and young people, staffing costs, as well as additional expenditure on equipment and PPE. This expenditure was over and above what we would have expected in a business as usual financial year. The pandemic also impacted significantly on income generation during the financial year, as community buildings were forced to close and therefore training and activities ceased. These losses were solely due to the pandemic and associated restrictions.

The total impact of the Covid-19 pandemic in 2020/21 was £2.7m. The councils fully funded this amount and so it is reflected in the accounts by showing the additional expenditure/loss of income from the pandemic, and then the additional contract income from the three owning councils. For transparency the exceptional item has been separately disclosed in the Comprehensive Income Statement and supplementary notes and is summarised below:

Comprehensive Income Statement	**Amount £000**
Employee Benefits	(128)
Other Expenses	(1,801)
Other Income	(104)
Revenue	(683)
Covid-19 Exceptional Item 2020/21	**(2,716)**
Covid-19 Exceptional Item Revenue (Contract change) 2020/21	2,716
Net impact on Comprehensive Income Statement 2020/21	**0**

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

Change Controls – 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	Covid-19	Dedicated Schools Grant Fund	Total
	£000	**£000**	**£000**	**£000**
Richmond Contract	1,292	1,220	3,381	**5,893**
Kingston Contract	160	1,028	5,758	**6,946**
Windsor and Maidenhead Contract	1,602	468	1,320	**3,390**
Total	**3,054**	**2,716**	**10,459**	**16,229**

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
- Definition of a Business (Amendments to IFRS 3)
- Disclosure of Accounting Policies (Amendments to IAS 1)
- Definition of Accounting Estimates (Amendments to IAS 8)
- Conceptual Framework for Financial Reporting (IFRS 3)

Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement.

NOTE 5 EMPLOYEE BENEFITS

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

	Trading 2020/21 Before Exceptional Item £000	Exceptional Item Covid-19 £000	Trading 2020/21 After Exceptional Item £000	Trading 2019/20 £'000
Salaries	(39,998)	(128)	(40,126)	(36,440)
Employee absence liability	(100)	0	(100)	(107)
National Insurance	(4,019)	0	(4,019)	(3,634)
Pension Fund Contributions - LGPS	(10,201)	0	(10,201)	(13,551)
Pension Fund Contributions - Other schemes	(653)	0	(653)	(376)
Other (redundancy, compensation etc.)	(41)	0	(41)	(205)
	(55,012)	**(128)**	(55,140)	**(54,313)**

Salaries

As part of the budget setting process for 2021/22 the Company fixed and agreed a full time equivalent (FTE) establishment of 1,171 across LB Richmond, RB Kingston and RB Windsor and Maidenhead. The level of salary spend has increased due to the staff pay award, contractual increments and other factors. The level of budgeted staffing across services for 2021/22 will be:

Service	**FTE's**
Business Services	111
Education Services, SEN and Children with Disabilities	291
Public Health	138
Social Care and Early Help	537
Operational Strategic Management	11
Business Support	83
Total	**1,171**

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 disclose them 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:

	2020/21 £000	**2019/20 £000**
Current service costs	(10,125)	(12,785)
Total recognised in operating profit / (loss)	**(10,125)**	**(12,785)**
Finance costs	(3,233)	(3,839)
Finance income	2,024	2,423
Total post-employment benefit charged to the profit / (loss) from continuing operations	**(11,334)**	**(14,201)**
Re-measurement of the Net defined Benefit Liability :		
Change in demographic assumptions	(2,276)	6,442
Change in financial assumptions	(55,680)	18,250
Other experience	1,410	7,177
Return on plan assets (excluding amounts already included in the net interest expense)	21,353	(19,619)
Total recognised in Other Income	**(35,193)**	**12,250**
Total recognised in Total Comprehensive Income for the period	**(46,527)**	**(1,951)**
Total recognised in Total Comprehensive Income for the period including adjustment for McCloud judgement 2019/20		**(2,717)**

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:

	2020/21 £000	2019/20 £000
Present Value of the Defined Benefit Obligation	(205,871)	(135,299)
Opening balance adjustment (McCloud)	0	0
Fair Value of Plan Assets	115,074	84,533
Net Liability arising from Defined Benefit Obligations	**(90,797)**	**(50,766)**

Reconciliation of Present Value of the Scheme Assets and Liabilities

	2020/21			2019/20		
	Assets	Liabilities	Total	Assets	Liabilities	Total
	£000	£000	£000	£000	£000	£000
Adjustment to opening balance (McCloud judgement)	*0*	*0*	*0*	*0*	*(766)*	*(766)*
Opening Present Value of Scheme Liabilities	**84,533**	**(135,299)**	**(50,766)**	**96,005**	**(149,877)**	**(53,872)**
Current Service Cost	0	(10,125)	**(10,125)**	0	(12,785)	**(12,785)**
Past Service Cost	0	0	**0**	0	0	**0**
Interest (Cost) / Income	2,024	(3,233)	**(1,209)**	2,423	(3,839)	**(1,416)**
Contributions from the employer	6,496	0	**6,496**	5,057	0	**5,057**
Contributions from employees	2,207	(2,207)	**0**	2,176	(2,176)	**0**
Gains / (Losses) on Curtailment	0	0	**0**	0	0	**0**
Benefits paid	(1,539)	1,539	**0**	(1,509)	1,509	**0**
Remeasurement Gains / (Losses) :						
- Actuarial Gains / (Losses) arising from change in demographic assumptions	0	(2,276)	**(2,276)**	0	6,442	**6,442**
- Actuarial Gains / (Losses) arising from changes in financial assumptions	0	(55,680)	**(55,680)**	0	18,250	**18,250**
- Other experience	0	1,410	**1,410**	0	7,177	**7,177**
- Return on assets (excluding the amount included in the net interest expense)	21,353	0	**21,353**	(19,619)	0	**(19,619)**
Closing Fair Value of Scheme Assets at 31 March	**115,074**	**(205,871)**	**(90,797)**	**84,533**	**(135,299)**	**(50,766)**

The employer contribution rate increased from 16% to 19% for 2020/21 to 2022/23 in line with the most recent triennial valuation.

The fund accounts include estimated asset valuations at 31 March 2021. The annual actuarial assessment of the value of assets and liabilities involves a number of complex assumptions and estimation uncertainty. There is continued uncertainty on the valuation of investments in pooled property, private assets and infrastructure due to the current market conditions caused by COVID-19. 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 £0.4m if property and infrastructure assets were to reduce by 5%, or £0.8m in the event of a 10% reduction in value.

Asset Sensitivity Analysis as at 31 March 2021	**Value as at 31 March 2021 £000**	**5% reduction in value £000**	**10% reduction in value £000**
LBW Property Assets	2,050	-102	-205
LBW Private Debt and Infrastructure	2,156	-108	-216
RBK Property Assets	4,034	-202	-403

Local Government Pension Scheme assets comprised:

	31-Mar-21				31-Mar-20			
	£000	%	£000	%	£000	%	£000	%
	LB WANDSWORTH (RICHMOND)		RB KINGSTON		LB WANDSWORTH (RICHMOND)		RB KINGSTON	
Equity Securities								
- Consumer	0	0%	2,271	4%	0	0%	2,272	5%
- Manufacturing	0	0%	1,401	2%	0	0%	1,070	2%
- Energy and Utilities	0	0%	868	1%	0	0%	889	2%
- Financial Institutions	0	0%	1,926	3%	0	0%	1,700	4%
- Health Care	0	0%	1,602	3%	0	0%	1,517	3%
- Information Technology	0	0%	3,199	5%	0	0%	2,360	5%
- Other	32,295	62%	2,152	3%	22,694	60%	967	2%
Bonds								
- Corporate Bonds (investment grade)	5,273	10%	0	0%	4,059	11%	0	0%
- Corporate Bonds (non-investment grade)	6,501	13%	0	0%	4,628	12%	0	0%
- UK Government	971	2%	0	0%	1,408	3%	0	0%
Property (UK)	2,050	4%	4,034	6%	1,672	4%	2,100	5%

Investment Funds and Trusts								
- Equities	0	0%	27,100	44%	0	0%	19,559	42%
- Bonds	0	0%	7,090	11%	0	0%	3,820	8%
- Infrastructure	2,156	4%	0	0%	1,769	5%	0	0%
- Other	0	0%	10,230	16%	1,169	3%	9,708	21%
Cash and Cash Equivalents	2,606	5%	1,348.1	2%	590	2%	582	1%
	51,852	**100%**	**63,221**	**100%**	**37,989**	**100%**	**46,544**	**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 being 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:

	2020/21		**2019/20**	
	LB WANDSWORTH (RICHMOND)	**RB KINGSTON**	**LB WANDSWORTH (RICHMOND)**	**RB KINGSTON**
Long term expected rate of return on assets in the scheme	1.25%	1.25%	1.25%	1.25%
Mortality assumptions				
Longevity at 65 for current pensioners:				
Men	21.6 years	21.9 years	21.7 years	21.7 years
Women	24.3 years	24.3 years	24.3 years	23.9 years
Longevity at 65 for future pensioners:				
Men	23.2 years	23 years	23.1 years	22.6 years
Women	26 years	26.2 years	25.8 years	25.5 years

Take up option to convert annual position into retirement lump sum	2020/21 LB WANDSWORTH (RICHMOND)	2020/21 RB KINGSTON	2019/20 LB WANDSWORTH (RICHMOND)	2019/20 RB KINGSTON
- Pre April 2008 Service	50%	50%	50%	50%
- Post April 2008 Service	50%	75%	50%	75%

	31-Mar-21 % pa	31-Mar-20 % pa
Financial Assumptions		
Medium Term RPI	3.30%	2.80%
Medium Term CPI	2.85%	1.90%
Rate of increase in pensions - Wandsworth (Richmond)	2.80%	1.80%
Rate of increase in pensions - Kingston	2.80%	1.80%
Rate of increase in salaries - Wandsworth (Richmond)	3.20%	2.20%
Rate of increase in salaries - Kingston	3.20%	2.20%
Discount Rate - Wandsworth	2.05%	2.30%
Discount Rate - Kingston	2.05%	2.30%

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-21		31-Mar-20	
	Approximate monetary amount £000	Approximate % increase to employer	Approximate monetary amount £000	Approximate % increase to employer
0.5% decrease in Real Discount Rate	28,403	14%	18,198	13%
1 year increase in member life expectancy	8,235	3-5%	5,412	3-5%
0.5% increase in the salary increase rate	2,671	1%	2,013	1%
0.5% increase in the pension increase rate	25,184	12%	16,045	12%

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 teachers 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 2020/21. The Company is not liable to the scheme for any other entities 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 entities obligations under the plan.

	Teachers' Pension Scheme 2020/21 £000	NHS Pension Scheme 2020/21 £000	Teachers' Pension Scheme 2019/20 £000	NHS Pension Scheme 2019/20 £000
Total Contributions	(521)	(131)	(207)	(169)
Employer's Contribution Rate	23.7%	20.7%	23.7%	20.7%
Anticipated Employer's Contributions next year	23.7%	20.7%	23.7%	20.7%
*rates applicable from 1st September each year				

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 RBWM for 2020/21. The key figures and impact on the primary statements are summarised below:

	Income 2020/21 £000	Expenditure 2020/21 £000	Total 2020/21 £000	Income 2019/20 £000	Expenditure 2019/20 £000	Total 2019/20 £000
Net impact on Statement of Comprehensive Income:						
Contract Income:						
- LB Richmond upon Thames	(815)	0	**(815)**	(788)	0	**(788)**
- RB Kingston upon Thames	(314)	0	**(314)**	(283)	0	**(283)**
	(1,129)	**0**	**(1,129)**	**(1,071)**	**0**	**(1,071)**
Transactions with schools / nurseries:						
- LB Richmond upon Thames	(176)	991	815	(82)	870	788
- RB Kingston upon Thames	(79)	393	314	(54)	337	283
	(255)	**1,384**	**1,129**	(136)	1,207	**1,071**
Impact on Profit and Loss Account	**(1,384)**	**1,384**	**0**	**(1,207)**	**1,207**	**0**
Net impact on Statement of Financial Position:						
	Debtors	**Creditors**	**Total**	**Debtors**	**Creditors**	**Total**
Contract Income:						
- LB Richmond upon Thames	(63)	0	(63)	(65)	0	**(65)**
- RB Kingston upon Thames	(100)	0	(100)	(99)	0	**(99)**
	(163)	**0**	**(163)**	**(164)**	**0**	**(164)**
Transactions with schools / nurseries:						
- LB Richmond upon Thames	0	0	0	0	0	**0**
- RB Kingston upon Thames	0	0	0	0	0	**0**
	0	**0**	**0**	**0**	**0**	**0**
Total	**(163)**	**0**	**(163)**	**(164)**	**0**	**(164)**
Net Debtor	163	0	163	164	0	164
Impact on Statement of Financial Position	**0**	**0**	**0**	**0**	**0**	**0**

NOTE 7 REVENUE AND OTHER INCOME

Since 2018/19, a new requirement, IFRS 15 Recognition of Revenue from Contracts with Customers, has been adopted. 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 all obligations have been fulfilled.

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 2020/21 Before Exceptional Item £000	Exceptional Item Covid-19 £000	Trading 2020/21 After Exception al Item £000	2019/20 £000
Contract income LB Richmond Upon Thames	62,458	1,220	63,678	60,429
Contract income RB of Kingston Upon Thames	60,589	1,028	61,617	56,344
Contract income RB of Windsor and Maidenhead	40,703	468	41,171	38,288
Fees & charges for services	4,803	-516	4,287	5,829
Lettings	95	-31	64	169
Client contributions	214	-25	189	117
Income from local authorities	2,188	-112	2,076	485
Turnover reported within operating loss	**171,050**	**2,032**	**173,082**	**161,661**
Government Grants	821	-47	774	527
Grants and contributions	7,297	-57	7,240	8,044
Donations	8	0	8	5
Other	0	0	0	5
Other income reported within operating loss	**8,126**	**-104**	**8,022**	**8,581**
Total income reported in operating loss	**179,176**	**1,928**	**181,104**	**170,242**

The revenue by service area is shown in note 9 – segmental reporting.

The Company derives 91% 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.

NOTE 8 OTHER EXPENSES

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

	2020/21 £000	Exceptional Item Covid-19 2020/21 £'000	2020/21 £000	2019/20 £000
Indirect employee costs	(6,613)	(598)	(7,211)	(6,968)
Premises	(1,886)	(153)	(2,039)	(2,010)
Transport	(5,838)	388	(5,450)	(8,094)
Supplies and services	(9,338)	(93)	(9,431)	(9,153)
Third party (contract) payments and transfer payments	(95,658)	(1,224)	(96,882)	(89,916)
Support services	(4,925)	(121)	(5,046)	(4,805)
Other expenses	**(124,258)**	**(1,801)**	**(126,059)**	**(120,946)**

NOTE 9 RECONCILIATION TO MANAGEMENT ACCOUNTS

Management reports on nine 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 2020/21	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	Partners in Practice £000	Grand Total £000
Income								
LB Richmond Contract	0	0	0	0	0	64,493	0	**64,493**
RB Kingston Contract	0	0	0	0	0	61,931	0	**61,931**
RB Windsor & Maidenhead	0	0	0	0	0	41,171	0	**41,171**
Customer and Client Receipts	12	1,593	730	2,072	0	133	0	**4,540**
Other Grants and Contributions	15	1,676	6,581	778	0	530	0	**9,580**
Government Grants	38	71	47	0	0	508	110	**774**
Interest Receivable	0	0	0	0	0	1	0	**1**
	65	**3,340**	**7,358**	**2,850**	**0**	**168,767**	**110**	**182,490**
Expenditure								
Employees	(646)	(28,670)	(12,817)	(4,417)	(1,544)	(9,502)	(1,026)	**(58,622)**
Premises	(10)	(423)	(10)	(20)	0	(4,078)	0	**(4,541)**
Transport	0	(423)	(4,784)	(565)	(10)	(52)	(1)	**(5,835)**
Supplies and Services	(320)	(2,677)	(3,241)	(1,744)	(37)	(1,975)	(37)	**(10,031)**
Third Party Payments*	(235)	(31,732)	(40,708)	(168)	0	(19)	0	**(72,862)**
Transfer Payments	(595)	(3,510)	(19,996)	(144)	0	(1,159)	0	**(25,404)**
Support Services	(5)	(1,797)	(138)	(26)	0	(3,082)	0	**(5,048)**
Interest Paid	0	0	0	0	0	(149)	0	**(149)**
	(1,811)	**(69,232)**	**(81,694)**	**(7,084)**	**(1,591)**	**(20,016)**	**(1,064)**	**(182,492)**
Outturn	**(1,746)**	**(65,892)**	**(74,336)**	**(4,234)**	**(1,591)**	**148,751**	**(954)**	**(2)**
Re-Allocate contract price	1,715	65,589	74,519	4,333	1,726	(148,836)	954	**0**
Underspend/ (overspend)	**(31)**	**(303)**	**183**	**99**	**135**	**(85)**	**0**	**(2)**

Management Outturn 2019/20	Operational Strategic Management	Social Care and Early Help	Special Educational Needs and Children with Disabilities	Education	Public Health	Business Services	Partners in Practice	Grand Total
	£000	£000	£000	£000	£000	£000	£000	£000
Income								
LB Richmond Contract	0	0	0	0	0	61,217	0	**(61,217)**
RB Kingston Contract	0	0	0	0	0	56,626	0	**(56,626)**
RB Windsor & Maidenhead	0	0	0	0	0	38,288	0	**(38,288)**
Customer and Client Receipts	0	2,041	801	2,520	0	894	0	**(6,256)**
Other Grants and Contributions	0	1,786	6,380	215	56	96	0	**(8,533)**
Government Grants	0	45	0	0	0	483	0	**(528)**
Interest Receivable	0	0	0	0	0	13	0	**(13)**
	0	**3,872**	**7,181**	**2,735**	**56**	**157,617**	**0**	**(171,461)**
Expenditure								
Employees	(471)	(25,988)	(9,752)	(4,491)	(1,718)	(8,958)	(1,301)	**52,679**
Premises	(1)	(554)	(3)	(5)	0	(3,980)	0	**4,543**
Transport	(3)	(712)	(6,993)	(657)	(28)	(75)	(8)	**8,476**
Supplies and Services	(73)	(2,644)	(2,495)	(1,963)	(38)	(2,235)	(115)	**9,563**
Third Party Payments*	0	(28,962)	(38,271)	(97)	0	(112)	0	**67,442**
Transfer Payments	0	(2,752)	(19,793)	(208)	0	(927)	0	**23,680**
Support Services	0	(1,460)	(240)	(12)	0	(3,095)	0	**4,807**
Interest Paid	0	0	0	0	0	(269)	0	**269**
Tax	0	0	0	0	0	(2)	0	**2**
	(548)	**(63,072)**	**(77,547)**	**(7,433)**	**(1,784)**	**(19,653)**	**(1,424)**	**171,461**
Outturn	**(548)**	**(59,200)**	**(70,366)**	**(4,698)**	**(1,728)**	**137,964**	**(1,424)**	**0**
Re-Allocate contract price	565	58,994	70,353	4,407	1,731	(137,523)	1,473	**0**
Underspend/ (overspend)	**17**	**(207)**	**(13)**	**(291)**	**3**	**441**	**49**	**0**

*Contract payments to third parties e.g. payments for independent child placements, payments for SEN placements, general contract payments etc.

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:

	2020/21			2019/20		
	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
	£000	£000	£000	£000	£000	£000
Management Outturn			**(2)**			**0**
Interest Receivable	(1)			(13)		
Interest Payable	149			269		
Tax expense	0			2		
Recognition of annual leave owing to employees		(100)			(107)	
Pension Adjustments:						
Employer contributions	(3,629)				(8,494)	
Recognition of non current assets	185				51	
Recognition of lease principal	3,313				3,290	
Recognition of provisions	(9)				(15)	
Depreciation	(3,408)		**(3,500)**		(3,293)	**(8,310)**
Operating profit			**(3,502)**			**(8,310)**
Tax expense	0			(2)		
Interest Receivable	1			13		
Interest Payable	(149)	(158)		(269)	(167)	
Pension Adjustments:						
Net Interest Payable		(1,209)	**(1,515)**		(1,416)	**(1,841)**
Profit / (Loss) from continuing operations			**(5,017)**			**(10,151)**
Pension Adjustments:						
Remeasurements		(35,193)	**(35,193)**		12,250	**12,250**
Total comprehensive income / (expenditure) for the year			**(40,210)**			**2,099**

NOTE 10 NON CURRENT ASSETS

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

2020/21	Buildings £000	Vehicles £000	Tangible ICT Equipment £000	Other ICT (Systems and Software) £000	Total 2020/21 £000
Gross carrying amount:					
Opening balance	**24,570**	**1,873**	**763**	**3,194**	**30,400**
Remeasurement	1,493	21	0	36	1,550
Additions	312	1,161	185	0	1,658
Disposals	(1,320)	(1,184)	0	0	(2,505)
Balance 31 March	**25,055**	**1,871**	**948**	**3,230**	**31,104**
Depreciation, Amortisation and impairment:					
Opening balance	**(12,521)**	**(1,638)**	**(488)**	**(1,114)**	**(15,761)**
Disposals	1,044	1,184	0	0	2,228
Depreciation / Amortisation in year	(2,439)	(373)	(186)	(410)	(3,408)
Balance 31 March	**(13,916)**	**(827)**	**(674)**	**(1,524)**	**(16,941)**
Carrying amount 31 March	**11,139**	**1,044**	**274**	**1,706**	**14,163**
Payment in advance - software licenses					**28**

	2019/20				
	Buildings	**Vehicles**	**Tangible ICT Equipment**	**Other ICT (Systems and Software)**	**Total 2019/20**
	£000	**£000**	**£000**	**£000**	**£000**
Gross carrying amount:					
Opening balance	**0**	**0**	**713**	**87**	**800**
Adjustment on Transition to IFRS 16	24,570	1,873	0	3,107	**29,550**
Additions	0	0	50	0	50
Balance 31 March	**24,570**	**1,873**	**763**	**3,194**	**30,400**
Depreciation, Amortisation and impairment:					
Opening balance	**0**	**0**	**(329)**	**(87)**	**(416)**
Adjustment on Transition to IFRS 16	(10,146)	(1,260)	0	(646)	(12,052)
Depreciation / Amortisation in year	(2,375)	(378)	(159)	(381)	(3,293)
Balance 31 March	**(12,521)**	**(1,638)**	**(488)**	**(1,114)**	**(15,761)**
Carrying amount 31 March	**12,049**	**235**	**275**	**2,080**	**14,639**
Payment in advance - software licenses					**30**

The adoption of IFRS 16 'Leases' in 2019/20 resulted in the Company recognising right-of-use assets, and related lease liabilities, that would previously have been classed as operating leases under IAS 17. The only exemptions being those that are classed as low-value or having a remaining lease term of less than 12 months from the reporting date. These arrangements are treated on a straight line basis over the remaining lease term. The Company has elected to measure the right-of-use assets at an amount equal to the lease liability.

On the transition to IFRS 16 the Company applied an incremental borrowing rate of 0.5% plus bank rate at the time of entering into the lease arrangement. The 0.5% borrowing rate is in line with its Revolving Credit Facility arrangement with the owning councils, and represents the interest the Company is likely to have paid to purchase the leased asset outright. The Revolving Credit Facility borrowing rate remained unchanged during 2020/21. Further details of lease arrangements, including in-year remeasurements are given in Note 11.

The Company owns ICT equipment comprising Chromebooks, iPads and mobile phones which are depreciated over five, four and three years respectively. Additional purchases of Chromebooks (£89,834) and mobile phones (£94,869) were made in 2020/21 and iPads were fully written down in 2018/19.

The Company paid a one off charge in 2016/17 for the use of accounting software over a 25 year period from January 2017. Ownership of the software has not transferred to AfC and this transaction has been treated as a Payment in Advance.

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	25,055	(13,916)	11,139
Vehicles	1,871	(827)	1,044
Other ICT (Systems and Software)	3,143	(1,436)	1,706

NOTE 11 LEASES

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

	31/3/2021 £'000	31/3/2020 £'000
Current Lease Liabilities	3,140	2,932
Non-Current Lease Liabilities	11,163	11,780
Total lease liabilities recognised under IFRS 16	**14,303**	**14,712**

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 are not 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 £000	Range of remaining terms £000	Average remaining terms £000	Number of leases with extension options £000	Number of leases with option to purchase £000
Property	60	1-5 years	4.33 years	60	0
Vehicles	39	4-52 months	2.7 years	26	0
ICT (Systems and Software)	12	1-5 years	4 years	12	0

The lease liabilities are secured by the related underlying assets. Future minimum lease payments as 31 March 2021 are as follows:

Right-of-use-asset	Within 1 year £000	1-2 years £000	2-3 years £000	3-4 years £000	4-5 years £000	After 5 years £000	Total £000
31 March 2021							
Lease Payments	3,271	3,165	3,123	2,719	2,405	0	14,683
Finance Charges	(132)	(103)	(75)	(48)	(22)	0	(380)
Net Present Value	**3,139**	**3,062**	**3,048**	**2,671**	**2,383**	**0**	**14,303**

Remeasurement

The company remeasured a number of leases in-year. The majority of these remeasurements were in properties, where an inflationary charge increase in LB Richmond and RB Kingston caused future lease obligations to increase. There were also lease term extensions for The Star Centre building from 21 March 2021 to 31 March 2022 and the Moor Lane Centre from 31 March 2022 to 31 March 2026. which have now been assumed until the end of the AfC contract. Two software licences, In-Phase and MeLearning, were extended for an additional year.

Remeasurement	Charge increase £000	Contract extension £000	Total £000
Property	686	806	1,492
Vehicles	0	20	20
ICT (Systems and Software)	0	38	38
Total	**686**	**864**	**1,550**

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	2020/21 £000	2019/20 £000
Leases of low value	14	23
Leases with remaining lease term of less than 12 months	22	129
Payments not included in lease liability	**36**	**152**

Finance and operating leases as lessor

The Company has no leases as lessor.

NOTE 12 FINANCE ASSETS AND LIABILITIES

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

	31 Mar 2021 £000	31 Mar 2020 £000
Financial assets / Loans and Receivables		
Trade and other receivables categorised as Financial Instruments	33,580	34,367
Trade and other receivables not categorised as Financial Instruments	3,169	1,915
Cash and cash equivalents categorised as a Financial Instrument	9,431	7,130
	46,180	**43,412**

	31 Mar 2021 £000	31 Mar 2020 £000
Financial liabilities at amortised cost		
Current borrowings	34,400	31,400
Short term finance lease liabilities (IFRS 16)	3,140	2,932
Trade and other payables categorised as Financial Instruments	7,202	7,869
Trade and other payables not categorised as Financial Instruments	6,683	6,136
Provisions not categorised as a Financial Instrument	0	0
Total Current Financial Liabilities	**51,425**	**48,337**
Non-current financial lease liabilities (IFRS 16)	11,164	11,780
TOTAL Financial Liabilities	**62,589**	**60,117**

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-21 £000	31-Mar-20 £000
Trade receivables, gross	33,647	34,367
Allowance for credit losses	(67)	(71)
Trade receivables	**33,580**	**34,296**
Employee leave	205	235
Prepayments	2,936	1,721
Total current trade and other receivables	**36,721**	**36,252**
Non current prepayments	**28**	**30**
Total trade and other receivables	**36,749**	**36,282**

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-21 £000	31-Mar-20 £000
Balance 1 April	**(71)**	**(71)**
Amounts written off (uncollectable)	13	15
Impairment loss/gain	(9)	(15)
Balance 31 March	**(67)**	**(71)**

NOTE 14 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

	31-Mar-21 £000	31-Mar-20 £000
Current Account (includes impact of transactions in transit)	2,403	1,095
Instant Access Deposit Account	7,011	6,019
Imprest Accounts (cash in hand and in bank)	17	16
	9,431	**7,130**

NOTE 15 TRADE AND OTHER PAYABLES

Trade and other payables consist of the following:

	31-Mar-21 £000	31-Mar-20 £000
Trade payables	7,202	7,869
Employee leave	695	624
Receipts in advance	1,348	996
Taxes (e.g. VAT, National Insurance)	4,640	4,516
	13,885	**14,005**

NOTE 16 PROVISIONS

Short term provisions consist of the following:

	Redundancy £000	Total £000
Balance at 1st April 2019	**10**	**10**
Additional provisions made in 2019/20	0	0
Amounts used in 2019/20	0	0
Unused amounts reversed in 2019/20	0	0
Balance at 1st April 2020	**10**	**10**
Additional provisions made in 2020/21	0	0
Amounts used in 2020/21	0	0
Unused amounts reversed in 2020/21	0	0
Balance at 31 March 2021	**10**	**10**

NOTE 17 OTHER LIABILITIES

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

	31-Mar-21 £000	31-Mar-20 £000
Finance lease liabilities	3,140	2,932
Short term loans from parent councils	34,400	31,400
Provisions	10	10
Other liabilities - current	**37,550**	**34,342**
Finance lease liabilities	11,164	11,780
Pension fund defined benefit liability (see note 5)	90,796	50,765
Other liabilities - non-current	**101,960**	**62,545**

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:

	2020/21 £000	2019/20 £000
Interest receivable on short term cash deposits	1	13
Total interest receivable	**1**	**13**
Interest on short term borrowings from parent councils	(149)	(269)
Finance lease interest	(158)	(167)
Net interest expense on defined benefit liability	(1,209)	(1,416)
Total interest payable	**(1,516)**	**(1,852)**

NOTE 19 CORPORATION TAX

The following table shows the tax reconciliation based on IAS12.

	2020/21		2019/20	
	Accounts		Accounts	
	£000	%	£000	%
Profit/(Loss) on ordinary activities before tax	**(5,017)**		**(10,149)**	
Tax on loss on ordinary activities at standard CT rate	(953)	19.00%	(1,928)	19.00%
Effects of:				
Expenses not deductible for tax purposes	0	0.00%	(13)	0.13%
Adjustments to brought forward values	0	0.00%	0	0.00%
Amounts charged directly to equity or otherwise transferred	(6,687)	133.28%	2,327	(22.92%)
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%
Deferred tax not recognised	7,640	(152.28%)	(386)	3.80%
Unexplained difference	0	0.00%	0	
Current tax charge/credit for the period	**0**	**0**	0	

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 loss before tax for the 2020/21 and 2019/20 financial period of £5m and £10m respectively. There was no corporation tax amount that is payable for the 2019/20 (£2,280 in 2018/19) 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 a deferred tax asset 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 2021 is £17.781m (£9.892m at 31 March 2020).

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.

	2020/21 £000	2019/20 £000
Net changes in working capital:		
Change in trade and other receivables (increase)	(467)	(3,016)
Change in trade and other payables (decrease)	(120)	(137)
Total changes in working capital	**(587)**	**(3,153)**

	2020/21 £000	2019/20 £000
Non Cash Flow Adjustments:		
Current and past service costs	10,125	13,551
Net interest on defined benefit liability	1,209	1,416
Capitalisation and lease principal	(3,156)	(3,124)
Depreciation	3,408	3,293
	11,586	**15,136**

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 2020/21 £000	RB Kingston 2020/21 £000	RB Windsor 2020/21 £000	LB Richmond 2019/20 £000	RB Kingston 2019/20 £000	RB Windsor 2019/20 £000
Receipts	84,360	74,736	50,795	73,332	63,649	50,182
Accrued income	11,235	11,563	6,959	11,653	11,489	6,001
Payments	1,851	3,180	2,349	2,289	5,839	2,132
Accrued expenditure	148	311	246	509	358	515
Total Value	**97,594**	**89,790**	**60,349**	**87,783**	**81,335**	**58,830**
Other balances:						
Borrowing	13,106	12,350	8,944	11,963	11,273	8,164

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 directors and senior management

Directors (including non-executive) and senior management have direct control over the Company's finance and operating policies. 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.

	2020/21 £	2019/20 £
Short Term Benefits:		
Salary	950,758	868,127
National Insurance	118,440	108,428
Expenses	596	3,566
Agency	0	364,388
Post-Employment Benefits:		
Defined benefit pension plans	166,729	134,050
Total Remuneration	**1,236,523**	**1,478,559**

During the period directors, senior management or members of their immediate families had relationships / influence over the organisations detailed in the table overleaf. 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.

	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	
	2020/21	2020/21	2020/21	2020/21	2020/21	2019/20	2019/20	2019/20	2019/20	2019/20
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lime Tree primary school	292	41	3	0	336	0	0	0	0	**0**
The Richmond upon Thames School	202	14	0	5	221	130	19	0	2	**151**
The Huntercombe Group LTD	9	0	0	0	9	10	0	0	0	10
Dedworth Green First School	0	1	0	0	1	0	3	0	0	**3**
Richmond Theatre Trust	0	0	0	0	0	0	0	0	0	**0**
Barnet Enfield and Haringey NHS Mental health Trust	0	0	0	0	0	0	0	0	0	0
Cartref properties LTD	0	0	0	0	0	0	0	0	0	0
Charme Capital	0	0	0	0	0	0	0	0	0	0
EQT	0	0	0	0	0	0	0	0	0	0
Four seasons Health Care	0	0	0	0	0	0	0	0	0	0
Independent Office for Police Conduct	0	0	0	0	0	0	0	0	0	0
Integrated Governance Solutions (IGS) LTD	0	0	0	0	0	0	0	0	0	0
LivingBridge	0	0	0	0	0	0	0	0	0	0
London Family Court sitting at Hatton Cross	0	0	0	0	0	0	0	0	0	0
Mayberry Cottage Wales	0	0	0	0	0	0	0	0	0	0
Me2 Club	0	0	0	0	0	0	0	0	0	0
Royal County Berkshire Pension Fund Board	0	0	0	0	0	0	0	0	0	0

Royal Society of Arts	0	0	0	0	0	0	0	0	0	0
The Hillingdon Hospitals NHS Foundation Trust	0	0	0	0	0	0	0	0	0	0
Darell primary School	-	-	-	-	-	73	63	1	7	144
Ashley Hill Multi Academy Trust	-	-	-	-	-	1	3	0	0	4
Dartington Service Design Lab	-	-	-	-	-	0	0	0	0	0
David Archibald Consulting Ltd	-	-	-	-	-	0	0	0	0	0
First Community Healthcare	-	-	-	-	-	0	0	0	0	0
Greenwich Leisure Limited	-	-	-	-	-	0	0	0	0	0
Innovation Unit	-	-	-	-	-	0	0	0	0	0
Meridian Link Ltd	-	-	-	-	-	0	0	0	0	0
Thurrock LSCB	-	-	-	-	-	0	0	0	0	0
West London Family Court	-	-	-	-	-	0	0	0	0	0

0 means there are nil transactions with the related party
- means no related party has been declared for financial year

All transactions include VAT

The Chair of the Board (Sian Wicks) was contracted with The Huntercombe Group during 2020/21. She is also a director of Integrated Governance Solution LTD and Cartref Properties Ltd. There were transactions totalling £9k between AfC and Huntercombe Group during 2020/21. This was in relation to hospital school fees for one young person in RB Windsor and Maidenhead.

A Non Executive Independent Director (Catherine Jervis) was working with The Hillingdon Hospitals NHS Foundation Trust, as well acting as a Non Executive Director at both Barnet, Enfield and Haringey NHS Trust and the Independent Office for Police Conduct. There were no transactions between AfC and these organisations during 2020/21 or 2019/20.

The Director of Children's Service for LB Richmond and RB Kingston (Ian Dodds) has been Chair of the Richmond Theatre Trust Board from 2015/16. Richmond Theatre Trust occasionally works on grant-funded theatre education initiatives with services in AfC. He is also a member of the Richmond Upon Thames School Trust, where expenditure transactions are related to Special Educational Needs provision and income transactions relate to Service Level Agreements for school support as well as attendance at learning and development programmes. In 2020/21, he was also a member of Lime Tree Primary school. The transactions with this school all relate to Special Educational Needs payments as well as funding for a Specialist Resource Provision (SRP).

One of the Company's Non Executive Independent Directors (Jane Spencer) is a Trustee for Richmond upon Thames School Trust and a Magistrate in the London Family Court. The transactions with Richmond upon Thames School Trust were explained above and relate to Special Educational Needs provision.

One of the Company's Non Executive Independent Directors (Nicki Craig) is a School Governor at Dedworth Green First School in Windsor. The transactions relate to income from the school for attendance at training and assessment sessions throughout the financial year.

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 figures.

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.

Contingent Assets

Contingent assets relate to possible income 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 right to the potential asset is dependent on something happening in the future. A review is undertaken annually to identify potential contingent assets.

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 loss before tax for the 2020/21 and 2019/20 financial period of £5m and £10m. £0m in corporation tax is payable for the 2020/21 (£0 in 2019/20) 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 a deferred tax asset 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 2021 is £17.781m (£9.892m 31 March 2020).

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 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 +/- £248k (£314k for 2019/20), and the impact on the pension liability (of the defined benefit plan – LGPS) would change the net liability by +/- £56.8 million (£36.4 million 2019/20).

Outstanding loans at 31 March were £34.4 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 2021, as shown in the following table:

	31 March 2021 £000	31 March 2020 £000
Financial assets / Loans and Receivables		
Trade and other receivables categorised as Financial Instruments	33,580	34,367
Trade and other receivables not categorised as Financial Instruments	3,169	1,915
Cash and cash equivalents	9,431	7,130
	46,180	**43,341**

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 2020/21 was £67k (£71k for 2019/20).

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 £45million 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 2021	31 March 2020
	£000	**£000**
Cash and cash equivalents	9,431	7,130
Capital	**9,431**	**7,130**
Borrowings	34,400	31,400
Overall financing	**34,400**	**31,400**
Capital-to-overall financing ratio	**0.27**	**0.23**

NOTE 26 POST REPORTING DATE EVENTS

The recovery from the Corona Virus Disease 2019 (Covid19) global pandemic has been ongoing since the end of the financial year and the date that these accounts were authorised for issue. The impact of Covid 19 on the accounts has been closely monitored with key areas and checks as follows:

- Value of pension assets and liabilities given fluctuations in stock / economic market – the impact of Covid-19 on assets and liabilities was reflected in last year's report which used bond yields and actual investment returns to 31 March 2020. In 2020/21 some of the positive investment returns seen this year is the 'bounce back' from the market dip seen in March 2020. This year's report is based on financial assumptions from 31 March 2021 but estimated returns for the quarter ending 31 March 2021, as the actual returns for that quarter were not yet available. The discount rate is based on high quality corporate bond yields as required under FRS102 and IAS19, and these yields are much lower than they were at 31 March 2020. This will be partly to do with last year's yields being abnormally high due to the first Covid-19 lockdown, and due to market uncertainty corporate bond yields did move upwards for a brief period of time. It is too early to anticipate if there will be any Covid-19 impact on longevity. There have not been any special adjustment to the assumptions because of Covid-19, but this will be considered at the next valuation in 2022, when more information will be available to make an informed decision. Further details are given in Note 5: Employee Benefits.

- Value of other assets – It has been assessed that the Covid 19 emergency has not, and in the future will not, have a significant impact on the value of other assets recognised on the Balance Sheet including the right of use assets.

- Going Concern Assessment - Covid 19 has not changed the overall going concern assessment. The need for children's and social care services has increased as a result of the Covid 19 emergency and so there is currently, and will continue to be, more demand for services offered by AfC. The contracts with the Councils represent over 91% 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. Covid 19 specific costs incurred in the 2020/21 financial year have been recognised as part of income and expenditure. Future one-off or increased costs associated with COVID-19 and interim operational delivery arrangements (including staff sickness and cover) is being agreed with the three main commissioning councils and additional funding provided where needed.

- Recoverability of receivables – The difficult economic situation may have an impact on the collectability of some non-public sector debts and this increased uncertainty is reflected in the provisions made and included within these accounts.

No further 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 14th May 2021:

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 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.

The Company has applied IFRS 16 with a date of initial application as at 1 April 2019. As a result, the company has changed its accounting policy for lease contracts. The company has applied IFRS 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in equity (retained earnings) as at 1 April 2019. Therefore no retrospective changes to the prior year balances have been made in respect of IFRS 16. Further explanation of the accounting policy are detailed in the Leases section of this accounting policy document as well as Note 11 'Leases'.

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. This was not required when adopting IFRS 16 due to the selection of the adoption of the modified retrospective approach.

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.

Items Re-classifiable to the Operating Profit or Loss

Where there are items in the Statement of Comprehensive Income that are re-classifiable to the Operating Profit / Loss from Other Comprehensive Income and Expenditure, when certain conditions are met, these will be disclosed separately on the face of the Statement of Comprehensive Income (within Other Comprehensive Income). At present the Company has no such transactions.

<u>Accruals of Income and Expenditure</u>

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.

Third Party and Government Grants / Contributions

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 2020.

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

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 2019/20.

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	• Company has significant influence over the	• Company has joint control over another entity

and benefits from this control.	operations of 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	Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of

	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. • Assets are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the period-end. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Reductions in fair value are written off against relevant balances in the revaluation reserve and then to the Statement of Comprehensive Income.	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 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	• 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

	charged in the period of acquisition.	

Leases IFRS 16 (previously IAS17)

Accounting policy applicable since 1 April 2019
Company as a lessee
For any new contracts entered into on or after 1 April 2019, 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 assess 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.

Operating Leases

Rentals paid under operating leases, and therefore outside of IFRS 16, are charged to the Statement of Comprehensive Income as an expense in the period.

Provisions, Contingent Liabilities and Contingent Assets

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.

Taxation

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 re-invested into the organisation.

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

CURRENT ASSETS
These are assets that will be consumed 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 Financial 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 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.

achieving
for children

Achieving for Children

Community Interest Company

CIC34: Community Interest Company Report
Social Audit Report 2020-21

1st April 2020- 31st March 2021

Achieving for Children Community Interest Company

Registered in England and Wales as a Private Limited Company

Registered Office – 42 York Street, Twickenham, TW1 3BW

Registration Number 08878185

www.achievingforchildren.org.uk

Introduction

This report has been produced to satisfy the requirements of the CIC34 Community Interest Report. It sets out our activities and our achievements during 2020-21 and how these have benefited the children, young people and families who we serve. It includes examples of the consultation and engagement we have undertaken with our stakeholders- including children, young people and families.

Our achievements in 2020-21

In 2020/21 we supported over 30,000 children and young people. Our business plan set out our priorities and commitment to providing this support based on six strategic priorities: stronger families; positive futures; excellent workforce; financial stability; commercial success; and smarter working. We now report on the progress we have made in 2020-21 in achieving our objectives. Further information can be found in the Impact Report which is published on our website: https://www.achievingforchildren.org.uk/about-us/key-documents/impact-report-2020-21/

Stronger families

Our early help services provide crucial support to vulnerable families to prevent issues escalating to the point at which statutory intervention is necessary. Across all our early help services we have been focused on ensuring our provision remains effective but also sustainable given the financial climate.

In Windsor and Maidenhead, we have transformed our early help services into a Family Hub model following an extensive 20 week public consultation exercise which received almost 700 responses. The consultation highlighted how important early help services are to our families and demonstrated support for the new proposed model and the principles that underpin it. As a result, we have now remodelled our children's centres, youth centres, parenting service and our family resilience service into new hubs that are largely focussed on a targeted and specialist offer to enable us to deliver services to families that need the support the most, in addition to maintaining our universal health provision. The hubs aim to, at an early stage, work in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained. The service adopts a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.

We launched our new Early Help Strategy in Kingston and Richmond in November 2020 in partnership with the Kingston and Richmond Safeguarding Children Partnership. The new strategy has a greater focus on partnership working and coordination of universal early help and seeks to empower communities and families and reduce the need for referral to targeted or specialist services. Key to this approach are the Early Help Resilience Networks, established in January 2021, which aim to develop a system of positive change for children by bringing a range of key agencies together to offer support and guidance to one another to address issues faced by children and families at the earliest opportunity. Building on community support, the networks create a reflective space for anonymous discussion, where everyone shares their best knowledge and becomes part of the successful journey for the child. The network creates a space, facilitated by our Early Help teams, where everyone can leave knowing about the helpful services available to families and with knowledge of potential partners. Feedback about the networks has been positive and we will continue to monitor the performance and impact of the networks through the Early Help Strategic Board.

We remain focused on supporting those children, young people and families who may be vulnerable or experiencing difficulties. In Richmond, we secured funding from a local charity to create 'kit bags' for children aged 2-13 years who are supported by our social care services. The purpose of the kit bags was to support virtual visiting and direct work with younger children and sibling groups by providing creative material and activities which help our practitioners to engage with the children. Each child was sent a pack specifically matched to their age and preferences. The direct work opportunities that the kit bags have provided have enabled our workers to better capture the voice of the child. We delivered over 130 kit bags and the feedback from children and families has been extremely positive.

To support our families during school holidays, we have established F.U.E.L: Feed Ur Everyday Lives in Kingston, Richmond and Windsor and Maidenhead in response to the Department for Education funding for the Holiday Activities and Food Programme. The F.U.E.L programme will take place over the Easter, summer and Christmas holidays and will offer a range of fun and enjoyable activities and food to children and young people aged 5 to 16 years who are eligible for Free School Meals (FSM). The aim is that the children who attend the programme will be supported to eat healthily and understand nutrition; to be more active; to be safe and not to be socially isolated; and to learn more about the different services Achieving for Children have available in the local area. We are expecting over 1,000 children and young people to engage with the programme over the year.

Our services to children and young people who are engaging in risky behaviour have been boosted by a number of initiatives that we have established or strengthened during the last 12 months. This includes Project X, which is funded by the Violence Reduction Unit and has been developed alongside the Kingston and Richmond Community Safety Partnership. The Project aims to reduce serious youth violence and knife crime through structured positive activities. This can include: exercise and nutrition, young people led podcasts, interactive cooking projects, creative music and dance sessions, restorative justice sessions, outreach youth work sessions in local hotspot areas, mechanics courses; and tailored support to schools to supplement education offers such accredited activities such as music production or sound engineering. The project works closely with the youth service, youth justice team, adolescent safeguarding team and commissioned gangs intervention from Crying Sons. During the last 12 months, 161 young people have been supported.

As an extension to Project X, during 2020-21 we have worked with the Police to roll out a programme, called Engage X, to help support children away from offending. Dedicated youth workers are available to attend custody suites to provide support to all 10 to 17 year olds who have been arrested to help them to better understand their situation. Following their release from custody, they will then arrange to meet again within 24-48 hours to explore possible crime diversion activities, educational opportunities or to work with the family as a whole. The ambition is that this will further reduce the risk of children entering the criminal justice system and ensure they are engaged with intervention at the earliest opportunity to support diversion from offending. Feedback from our youth workers so far has been that the young people have been more open to having honest conversations and felt listened to and as a result, more accepting of support and guidance.

Our high quality support to those young people who are involved in criminal activity has been confirmed following recent inspections of the Youth Offending Service in Kingston and Richmond and the Youth Offending Team in Windsor and Maidenhead. Both were inspected during 2020-21 and both received an overall rating of 'good'. The inspection focused on three domains: organisational delivery of the service; the quality of work undertaken with children sentenced by the courts; and the quality of out of court disposals. Good or outstanding practice was identified in ten of the 12 areas in Kingston and Richmond and in nine areas in Windsor and Maidenhead. We are focused on improving the areas of improvement identified so we can be sure all young people who are supported by our youth justice services are receiving outstanding support.

Underpinning our work with children and families is Signs of Safety, which is now well established as the model of practice across services in Achieving for Children and particularly in direct work, as evidenced through our regular casework audits. Over 1,600 practitioners in Achieving for Children and our partner organisations have been trained in the principles of Signs of Safety and report their increasing confidence in using it to work collaboratively with children and their parents to build on strengths and reduce risks within the family where there are child protection concerns. We have trained over 80 staff as Signs of Safety practice leads who will deliver in-house training and provide ongoing support for colleagues, and we are in the process of recruiting a new Signs of Safety Change Agent role to support this, which will ensure the sustainability of the model. Our ongoing evaluation consistently demonstrates the benefits of the model, with staff reporting it has helped them improve their practice and parents and carers consistently feeding back that they feel listened to, are able to offer ideas or solutions that might improve their situation or relationships, and that the model allows us to work to their strengths.

Positive futures

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

We have supported the establishment of Parent Carer Forums (PCFs) in both Kingston and Richmond. The two Forums are independent groups run by parents and carers, for parents and carers of children and young people (aged 0 – 25 years) who have any form of special educational need or disability. The PCFs receive core funding from the Department for Education with the purpose of ensuring that the voices of parents, children and young people are heard in the planning and implementation of SEND services. We are committed to working closely with the PCFs, and senior members of staff from Achieving for Children and the Clinical Commissioning Group meet with them on a regular basis. We are very grateful to the parents and carers who continue to invest the considerable time and effort needed to make these volunteer led organisations a success.

Both PCFs have contributed to the development of the recently launched new SEND Register which aims to capture the details of more children and young people with SEND to encourage greater engagement with families, two way communication, and a means of sharing information about local support services. It replaced the disability register which had not been well used by families. To encourage take up, the existing process was changed and an online, easy accessible form was created with simplified questions and a shorter completion time. There is no longer the requirement for families to upload or email information enabling better data protection. Throughout the reviewing process, we consulted with the PCFs and Easy Read Group which is made up of children and young people with disabilities. Both played a big part in providing feedback to how the current process could be shaped and improved. All those that sign up also have the opportunity to receive a Disability Awareness Card, designed in collaboration with the PCFs and the Easy Read Group, which provides proof of a child's disability. Since the launch of the new register in mid-March 2021, there have been over 1,000 families sign up to the new register, surpassing the original number within a matter of weeks with new registrations coming in every day. This has been a real achievement and combined effort with our forum groups, which without their input, would not have made this possible.

To further improve the experience of our children and young people with SEND, we are delighted that our new purpose-built short break centre for children and young people with disabilities, Rainbow House, is due to open in June 2021 and that Enhanceable have been appointed as the commissioned provider to deliver the service. With more than 1,000 children with disabilities receiving short break care, including overnight respite care, the new centre will help us to meet the demand and provide a high quality and local service. The seven-bed centre will provide overnight respite care for children and young people aged from eight to 18 years who may have multiple disabilities, complex medical needs or challenging behaviours. The design, planning and even naming of the centre has been heavily informed by the views and experiences of children, young people and families.

To support the mental health and wellbeing of our children and young people during COVID, the Emotional Health Service launched our new online resource hub for professionals, families and young people to 'help families help themselves'. The resource hub contains links to online therapy providers such as Kooth, advice pages, information leaflets for young people, an online video library for parents with presentations on a range of topics from helping with sleep, supporting your child's anxiety to being ready to start primary school. We wanted to be proactive in providing support and advice to support emotional wellbeing. We also adapted other emotional health services in response to the pandemic. For example, we transformed our in person group for children experiencing anxiety and their parents into a parent only online group. The group for parents of anxious primary aged children is offered to parents whose children experience mild to moderate anxiety. It follows a Cognitive Behavioural Therapy (CBT) model, presenting the same content that would be experienced in individual CBT sessions, but with the added benefit of receiving support and being able to learn from parents in similar situations. Both research and the clinical experience of our team have shown that offering CBT via parents can often be as effective, if not more so than working individually with children. Since September 2020 the EHS have run 9 of these groups. 51 parents have attended. 90% of the children open to the EHS whose parents attended the group have been discharged following the end of this intervention. The outcomes of the group have been very positive.

We are committed to ensuring the education of those children and young people who are in our care is at the same level of their peers through our well-established and highly- performing Virtual School. During the year, we launched the Virtual College which aims to improve the experience of our older young people who are looked after or leaving care. More specifically, it focuses on creating clearer pathways for students from 16-25; to increasing the uptake of apprenticeships; to creating an Executive Board to disseminate awareness of the needs of care leavers across our universities, colleges and business arenas; and to reducing the incidence of children not in education employment and training (NEET).

As well as launching the Virtual College, we have also been working with 44 schools in collaboration with the Educational Psychology Service in all three of our boroughs to deliver the Attachment Aware Schools Award. The award aims to provide a framework of support and understanding for schools and other educational establishments within which children and young people who have experienced adversity, can heal, thrive, play, and learn. Our approach is based on research from Bath Spa University, the REES Centre and successful Attachment Aware Schools Award projects in other authorities. In addition we have been working with Kingston University and have established the 14 weeks Aspire Mentoring Programme which pairs Year 12 students in care with student mentors to help support with university aspirations, general mentoring and providing guidance with next steps.

It has been a positive year in terms of providing placements for our children in care. Our Independent Fostering Agency (IFA) has now been operating effectively for almost three years. Our fostering service offer, which was developed in partnership with foster carers while the IFA was being set up, continues to be well-received with feedback that the new offer is fairer and more transparent to carers. As a demonstration of the impact of the IFA, 2020-21 has been the most successful year yet in terms of attracting mainstream carers with 18 households joining across our boroughs.

Our new residential children's home in Teddington, called Hope House, opened in October 2020 following a successful registration process with Ofsted, and is now accommodating three young people. We worked with children and young people that we look after to develop the model of care. We have cultivated strong relationships with the immediate neighbours in the area so we can ensure that children and young people living there have the opportunity to play an active part in their local community. During 2021-22 we hope to establish a sister children's home in Kingston.

The creation of additional school places to meet rising demand continues to be a priority. Good progress has been made on several key school place projects in Kingston, including: the expansion of Burlington Junior School; a proposed six-form entry 11-16 Church of England secondary school; a proposed 90-place special school for children and young people with ASD; another satellite provision of Dysart Special School; and an ambitious proposal to create a 16-25 SEND campus with Orchard Hill College and Academy Trust. In Richmond, a 20-place specialist resource provision (SRP) will open at Hampton High in September 2021. A number of other key projects are also in the pipeline, which will further enhance the SEND Local Offer in the borough by substantially increasing the number of special school and SRP places. This includes the proposed 90-place special school for children and young people with Social Emotional and Mental Health needs. In Windsor and Maidenhead, we are currently working with two mainstream primary schools to open new specialist bases for pupils with Autistic Spectrum Disorder (ASD) in September 2021. The bases will enable 20 pupils with ASD to be educated locally in a mainstream setting and support the transition between primary and secondary school.

Despite the lockdown restrictions, our youth services, who celebrated National Youth Week in November 2020, provided invaluable support to over 5,000 young people to enable them to take part in positive activities. In response to the pandemic, we expanded our online engagement, for example, by creating our dedicated youth services instagram page, which now has 1,300 followers, and by launching our TikTok account on international women's day on 8 March 2021 with staff and young people sharing the women who inspire them. This resulted in 17 videos uploaded with over 3,500 views. We put a range of activities online including cook alongs, home fitness, gaming, issue based discussions, quizzes, scavenger hunts and online youth clubs. When restrictions allowed, we re-introduced in person activities using booking systems and ensured all venues were COVID secure. Our face to face socially distanced support was accessed by a number of young people who fed back that it had been extremely important in aiding their mental health. Our youth centres have also successfully bid for over £100,000 in grants which will be used to deliver more provision for our young people and renovate and improve our existing facilities.

As well as our universal youth offer, we have supported a number of young people engaged in risky behaviour or on the edge of care, including over 400 young people who are currently receiving support from our early help or social care services. In Windsor and Maidenhead, we ran the VALU project during the October half term for young people at risk of exclusion. VALU is a free fun, educational, diversionary project for young people aged 13 to 16 at risk of exploitation, which aims to promote self-value in young people. We also engaged with 63 young people through our Esteem project and maintained weekly contact with members throughout lockdown. The Esteem Project provides positive activities for young people who are at risk of social isolation. This may be due to many reasons including; low self-esteem, anxiety, depression, long term medical conditions (such as M.E), bullying or family circumstances.

Excellent workforce

Much of the focus on our workforce during 2020/21 has been in relation to COVID-19. In response to the pandemic we developed a Recovery Rainbow programme to transition our workforce and services through the various stages of restrictions. Resources, adaptations and support was introduced to protect and support our workforce to enable them to continue to deliver services safely. We have focused on open and transparent communication and we have regularly engaged with staff to ensure they feel informed and have sent out over 40 COVID-19 related communications from senior leaders during 2020-21.

All of our buildings were made COVID secure so that services could continue to be delivered safely to our children, young people and families on site when required. This involved establishing risk assessments and health and safety systems for over 70 buildings across our three boroughs so that both staff and families felt safe. Staff bubbles and rotas were put in place to enable staff to work safely and maintain workforce resilience when in the office. Personal Protective Equipment was made available for all staff who visit symptomatic children and young people and testing is now routine for those coming to the workplace.

Considerable effort has been paid to supporting our workforce to adapt to home working. During lockdowns we had over 1,000 staff members working outside the office. All staff are now equipped to work remotely when they need to and this investment in technology will support the organisation to continue working in an agile way.

Vaccinations have been made available to our health and social care staff and resources such as live sessions with GPs have been made available to support staff navigate their options. We have also recognised that some of our staff are more likely to be impacted by COVID-19 than others. Given the disproportionate impact of COVID-19 on staff who are from Black, Asian or Minority Ethnic backgrounds we have held regular drop in sessions for staff to discuss issues or concerns which are then fed back to senior leaders, as well as recently holding a question and answer session with a panel of experts for any staff members who have concerns about the COVID vaccine. The session, which was attended by over 40 people, allowed staff the opportunity to ask questions and be given the facts to enable them to make an informed decision about the vaccine. This work has been supported by the newly elected chair, Melody Chiramba, and Elise Kitson, vice-chair of the revitalised Equality and Diversity Forum. Melody and Elise were elected by over 200 of their colleagues to lead on equality and diversity activity with the aim of ensuring the organisation is inclusive and has a representative and diverse workforce.

We have had a strong focus on health and wellbeing over the past 12 months to support staff throughout the pandemic, and emotional and mental health resources have been developed to support staff through this challenging period. As part of this in November and December 2020, we celebrated Wellness at Work Week across the organisation. Staff were invited to attend a range of wellbeing workshops as part of our offer. This included advice about physical activity and healthy eating, combatting stress, mental health awareness, online exercise classes, and Time to Talk groups. Feedback from the week has been extremely positive.

During 2020/21 we carried out our 2020 Staff Survey which engaged 500 staff from across AfC. We are pleased that the survey demonstrated that our workforce feel supported in their roles, particularly given the challenging circumstances due to the pandemic. Overall, the survey demonstrated a high level of satisfaction amongst our workforce with more positive responses than in 2019 for 95% of the questions asked. Staff were particularly positive about management oversight in terms of team meetings and supervision; internal communication; and workplace safety during COVID-19. It is particularly pleasing that there was a 14% increase in the percentage of staff who would recommend Achieving for Children as place to work, to 78%. For those areas where responses were less positive, for example in relation to recruitment and retention, we are developing a detailed action plan which will be overseen by our Workforce Board.

As well as supporting our own workforce, we have provided support to many of our key partners during the pandemic. This has included supporting our owning councils to respond to the needs of the local community. We have provided staff to be part of the team undertaking wellbeing calls to vulnerable people in the community, and redeployed some of our school nursing team to support vaccination efforts. Our youth centres have also formed part of the community response to the pandemic. The Powerstation in Kingston was set up as a foodbank provision and in partnership with local organisations, helped to deliver over 8,000 meals to over a thousand families in Kingston.

We have also provided support and advice to our school colleagues to support them continue to educate children and young people whether in school or at home. In Kingston and Richmond, this has included the Pupil Support Service working with the Emotional Health Service (EHS) and Education Psychology Service (EPs) to plan and deliver 90-minute webinars for primary and secondary leaders to support them on their return to school. These webinars explained the DfE Wellbeing for Education Return package of training and resources intended to support education staff to promote children and young people, teachers and parents/carers' mental wellbeing and resilience, aiding mental health recovery in the light of COVID-19 and lockdown. During the second national lockdown, the Education Inclusion Support Service also offered a wide range of free support to several secondary schools. The aim of this was to support schools with a range of interventions for pupil engagement due to Social Emotional Mental Health or Special Educational Needs or Disabilities during the lockdown. This included supporting schools with attendance, re-engaging students who had not been accessing online learning, offering virtual sessions around wellbeing and resilience, 1:1 learning support onsite, doorstep welfare visits, year group team building activities, telephone support to pupils and families struggling with consistent remote learning and re-engaging pupils exhibiting severe anxiety with school work and guidance. Schools were extremely grateful and unanimously positive about this offer. Direct feedback from pupils indicated that the 1:1 pupil support, advisory teacher support and group intervention were really well received. Parents were also appreciative of support to their children.

In Windsor and Maidenhead, the Educational Psychology (EP) Team were responsible for the local rollout of the national 'Wellbeing for Education Return' DfE programme. The programme provided training and resources to schools to support staff, pupils and parents/carers with the impact of the pandemic on their mental health and well-being. It aims to prevent the onset of mental health problems, help pupils get the right support and includes tools and techniques that can be adapted for pupils, staff, parents and carers. The programme was delivered to 95% of schools across the region over a period of five weeks to 121 staff – including staff from nurseries and colleges – with nominated education leads from each setting attending two 1.5 hour twilight online training sessions. The high take-up was, in part, due to the fact that the team delivered the programme rather than external providers, because of existing strong relationships. The team also tailored sessions to specific educational phases, from Early Years to College, which also contributed to more staff attending.

As part of the programme all nominated education leads in schools were given a log-in to the SHaRON (Support Hope and Recovery Online Network) platform which allows users to communicate and share best practice and resources with other education providers in the local and regional area with a focus on wellbeing and mental health. One of the key benefits is that it is monitored by professionals, including a moderator from the Educational Psychology team which gives school representatives not only resources that they can use and an area to share knowledge with other schools, but also access to experts to ask questions, on mental health and particular student issues. This means that there are not only responses from other teachers, but also mental health professionals.

In addition, our Educational Psychologists in Windsor and Maidenhead delivered school staff wellbeing workshops to support schools who requested additional support for staff when returning to the classrooms. Using a solution-focused approach, we worked with staff to create bespoke School Staff Wellbeing Toolkits designed by and for the school staff to help them to build their resilience.

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. This year has been an exceptional year and AfC has worked closely with the councils to discuss and explain financial pressures and agree the correct balance between affordability and impact on services. During the last 12 months we have delivered £3m in savings and cost mitigations and as part of the owning councils' budget setting processes we have planned £6.4m of future efficiencies and cost mitigations in 2021/22. Our services continue to benchmark as average or low cost when compared to comparative boroughs and we continue to explore new ways of improving value for money.

Over the medium term we aim to improve our value for money and control costs by developing our procurement approach as well as by moving to a more mixed model of commissioned and directly delivered provision. The opening of Hope House Children's Home and the imminent opening of Rainbow House overnight short break care centre will assist in managing costs in the medium term and reduce reliance on the placement market where demand is far outstripping supply. In previous years we have also developed local supported accommodation for care leavers which is now yielding benefits as we have affordable options for supporting our older cohort of young people. This year we have also invested in the organisations commissioning and procurement capacity and expertise to support the achievement of competitive prices when we commission support and placements. In Windsor and Maidenhead this work has enabled us to avoid significant costs. In Richmond and Kingston the Director of Commissioning has also undertaken significant work to agree a new joint commissioning approach with the Clinical Commissioning Group which will enable us to work together to make best use of our joint resources.

Funding of SEND services has been a significant challenge in recent years across all three of our boroughs and in particular, in Kingston and Richmond. We have worked closely with our councils and the Department for Education this year to agree additional safety valve funding for the coming five years. The funding will be aligned to successful delivery of the SEND Futures Plans and will lead to a more sustainable financial footing for the delivery of SEND services moving forward. The agreement is a result of a concerted effort over recent years to get a fairer funding settlement from the Government. This effort has been led by our staff, Councillors, and Council staff along with support from both current and previous local MPs and the Leaders of both Richmond and Kingston Councils.

Commercial success

During 2020-21 we have created a Business Development Strategy to sit alongside our Business Plan which will help us to ensure we take full advantage of any commercial opportunities that emerge. The strategy outlines our objective to further develop as a specialist children's services provider and commissioner over the next five years. It outlines a structured approach to identifying, evaluating and agreeing which opportunities are right for us and our owning councils. At the heart of the strategy is an ambition to improve the lives of children and young people by providing affordable and outstanding children's services support to the young people of Richmond, Kingston and Windsor & Maidenhead. Services may be extended to other organisations supporting children outside of our three boroughs where there are clear ethical, financial or developmental benefits.

The main focus of our commercial activity during the year has been in relation to digital technology. Within the organisation we have implemented audio recording which we regularly use to record in meetings instead of relying on a minute taker. It is estimated that this has realised £70,000 in cost avoidance during the year. Based on our expertise in this area, over the past 12 months we provided audio recording consultancy to four other Local Authorities to support them to implement audio recording assistive technology in meetings such as child protection conferences and looked after reviews.

As a result of our success with this consultancy, from November 2020 to March 2021 we were funded by the Department for Education to provide digital support to 22 other Local Authorities. Support ranged from helping with remote working practices to implementing digital culture change and bringing colleagues along with the digital journey. Feedback received has been positive.

In terms of direct support to our children and young people, we were successful in securing an extension to our Transition Hub project which will run until December 2021. We originally bid to the Youth Endowment Fund, for funding to set up Transition Hubs, in partnership with St Mary's University in Twickenham and Barnet Council. The Transition Hubs have, so far, supported 40 future students in care aged 11-14 years old, including unaccompanied asylum seeking children, to improve their long-term outcomes. The Hubs offer an evidence-informed and tailored programme of support to the student, their carer and the receiving school, prior to the student starting school. Each Transition Hub offers students: a six-week personalised programme of support, as well as weekly and monthly visits based on four stages of transition; a Learning Mentor who provides relational stability across the four transition stages; and a detailed assessment to allow for more targeted and effective provision. The Transition Hubs also offer training to schools and foster carers around the interconnectedness of child, family, school and community factors in supporting better outcomes for children in care.

We also received additional funding for 2020-21 from the Department for Education as part of the Partners in Practice programme to continue our innovative work supporting children experiencing domestic violence, substance misuse and parental mental health issues. The funding has enabled our Strengthening Families Plus service in Kingston and Richmond and our Troubled Families service in Windsor and Maidenhead to continue to work with our vulnerable families and help them to deliver sustainable change. We have reported quarterly to the Department for Education on the impact of our work and will carry out a detailed evaluation of our interventions which will be shared with other children's services so they can learn from our experiences.

Smarter working

The pandemic has given us reason to accelerate our activity to enable us to work smarter. In particular, we have rapidly progressed with some of our digital projects so that our business processes are more efficient, cost-effective and supportive to frontline practitioners so that they can spend as much time as possible working directly with children, young people and their families. This work has been driven by our Digital Team who have been awarded a Certificate of Excellence from the iESE Public Sector Transformation Awards in recognition of their work.

During the year, the team has supported 12 of our services to undertake a digital diagnostic to identify how they can utilise digital solutions. As a result of this, we have implemented a number of digital solutions across services in Achieving for Children including: an online invoice signatory system to improve administrative efficiency; and mobilising a digital petty cash system for payments for children and young people, which results in staff not having to be in the office to give payments out and young people not having to travel to pick the payment up. We have transferred most of our paper forms to online forms which saves postage costs and resources - forms are now easier to fill in for families and professionals resulting in quicker referrals and support. We have also implemented robotic process automation within the Single Point of Access so that information about a child or family does not have to be entered manually multiple times. We have transferred much of our communications and strategies to video format instead of asking colleagues and partners to read and digest lengthy documents, this has worked well for different types of learners and means shorter, more succinct messaging across the organisation. The impact of our work is demonstrated by our new online forms saving us around £12,000 in staff time and savings of £90,000 delivered through a reduction in printing.

COVID has given us the opportunity to be more digitally innovative. For example, we implemented QR codes within our buildings for staff that had to go in the office as a part of their critical role. This allows us to get statistics on office usage by staff which will be useful for estates planning in the future. We have also begun to use the Notify bulk email and text message system to enable us to inform families about our services in a more accessible and direct way. We have used the system to send 35,346 and 27,282 text messages to our families.

To support our staff to be more confident using the Google Suite we have held three drop in sessions which attracted around 240 attendees. Staff were given training about how to use the various applications and reported being more effective when working with Google following the sessions. To continue this work we will be introducing Digital Ambassadors across the organisation as a point of digital support and holding Google drop in sessions on a monthly basis.

Looking ahead, we have been developing our new Digital, Data and IT Strategy for 2021-23 and we are planning key projects for the future such as digitising Subject Access Request processes and making use of bulk email processes which allow us to group and save large amounts of emails in one place regarding a family's journey.

As well as implementing digital solutions, we are committed to work smarter by reducing our environmental impact. During 2020-21 we have developed an Achieving for Children Environmental Strategy. The strategy sets out our commitment to reducing our carbon footprint and to working with children and young people, particularly through our Youth Councils, to identify more ways that we can be environmentally aware. The draft strategy was shared with our staff, with officers from the owning councils and with the Youth Councils for feedback. It has now been finalised and a Task Force has been established to develop an action plan to take us forward.

000004/15.00

CIC 34

Community Interest Company Report

	For official use *(Please leave blank)*	
Please complete in typescript, or in bold black capitals.	**Company Name in full**	Achieving for Children Community Interest Company
	Company Number	08878185
	Year Ending	31st March 2021

Please ensure the company name is consistent with the company name entered on the accounts.

This template illustrates what the Regulator of Community Interest Companies considers to be best practice for completing a simplified community interest company report. All such reports must be delivered in accordance with section 34 of the Companies (Audit, Investigations and Community Enterprise) Act 2004 and contain the information required by Part 7 of the Community Interest Company Regulations 2005. For further guidance see chapter 8 of the Regulator's guidance notes and the alternate example provided for a more complex company with more detailed notes.

(N.B. A Filing Fee of £15 is payable on this document. Please enclose a cheque or postal order payable to Companies House)

PART 1 - GENERAL DESCRIPTION OF THE COMPANY'S ACTIVITIES AND IMPACT

In the space provided below, please insert a general account of the company's activities in the financial year to which the report relates, including a description of how they have benefited the community.

Achieving for Children is a community interest company created by the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to provide their children's services in April 2014. In August 2017, the Royal Borough of Windsor and Maidenhead joined the company as third owner. Achieving for Children brings together all the services that support children and families from the three owning Councils. It was the first entire children's service in the UK to spin-out from a local authority. 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 community interest model means that the assets of the company, including any profits we make, are locked into the company and there are restrictions on how they can be used. In essence they can only be reinvested in services for children and their families in Kingston, Richmond and Windsor and Maidenhead or used to reduce the cost of those services. A social audit report is attached which sets out our activities and our achievements over the past year and how they have benefited the community.

(If applicable, please just state "A social audit report covering these points is attached").

(Please continue on separate continuation sheet if necessary.)

PART 2 – CONSULTATION WITH STAKEHOLDERS – Please indicate who the company's stakeholders are; how the stakeholders have been consulted and what action, if any, has the company taken in response to feedback from its consultations? If there has been no consultation, this should be made clear.

Achieving for Children's key stakeholders are the children, young people and families that we serve in Kingston, Richmond, and Windsor and Maidenhead. Other stakeholders include Achieving for Children employees and key partners. We are committed to consulting with our stakeholders and where required, taking action in response to feedback. The attached social audit report sets out the consultation and engagement activity we have undertaken as part of the completion of our Business Plan projects.

(If applicable, please just state "A social audit report covering these points is attached").

PART 3 – DIRECTORS' REMUNERATION – if you have provided full details in your accounts you need not reproduce it here. Please clearly identify the information within the accounts and confirm that, "There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for director's loss of office, which require to be disclosed" (See example with full notes). If no remuneration was received you must state that "no remuneration was received" below.

Full details of our Directors' remuneration are set out in our annual accounts.

PART 4 – TRANSFERS OF ASSETS OTHER THAN FOR FULL CONSIDERATION – Please insert full details of any transfers of assets other than for full consideration e.g. Donations to outside bodies. If this does not apply you must state that "no transfer of assets other than for full consideration has been made" below.

No transfer of assets other than for full consideration has been made.

(Please continue on separate continuation sheet if necessary.)

PART 5 – SIGNATORY

The original report must be signed by a director or secretary of the company

You do not have to give any contact information in the box opposite but if you do, it will help the Registrar of Companies to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record.

Signed L Kourpas   Date 26/8/21

Office held (delete as appropriate) Director/Secretary

Lucy Kourpas
Achieving for Children Chief Operating and Finance Officer
lucy.kourpas@achievingforchildren.org.uk
Tel: 0208 487 5018
DX Number: N/A   DX Exchange: N/A

When you have completed and signed the form, please attach it to the accounts and send both forms by post to the Registrar of Companies at:

For companies registered in England and Wales: Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff

For companies registered in Scotland: Companies House, 4th Floor, Edinburgh Quay 2, 139 Fountainbridge, Edinburgh, EH3 9FF DX 235 Edinburgh or LP – 4 Edinburgh 2

For companies registered in Northern Ireland: Companies House, 2nd Floor, The Linenhall, 32-38 Linenhall Street, Belfast, BT2 8BG

The accounts and CIC34 **cannot** be filed online

(N.B. Please enclose a cheque for £15 payable to Companies House)